



SOCIAL SERVICES AGENCY

2003 BUSINESS PLAN



Mission Statement

"...to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity..."

Angelo Doti
Interim Director
January 2003



County of Orange
SOCIAL SERVICES AGENCY
SOCIAL SERVICES ADMINISTRATION
888 N. MAIN STREET
SANTA ANA, CA 92701-3518
(714) 541-7700

ANGELO DOTI
INTERIM DIRECTOR

2003 – CHALLENGING TIMES PRESENT US WITH OPPORTUNITIES

My letter of introduction to the 2002 Social Services Agency Business Plan stated that the Agency was entering a challenging time in view of the world and economic events of 2001. How true this proved to be. Such challenges continue, and in some areas those challenges have intensified. The following issues are among those that the Agency and the County will be facing in the upcoming year.

Over the past year, California has suffered an economic downturn. This downturn is reflected in the fiscal picture presented by the California State Budget for fiscal year 2002/03. The Budget, which provides approximately 90 percent of the funds for the operation of the Social Services Agency and its services to the public, is expected to experience a major fiscal shortfall. The Legislature and the Governor have addressed this shortfall partly by reducing funds to programs that the Agency administers. This reduction in funds will inevitably have an impact on the clients we serve and the social health of the County. Our partners in the community and in local government will likewise feel the effects of budgetary constraints. We will continue to work with our partners to assure that we will provide the highest level of service possible despite the uncertainty created by the budget implications at the state level.

The County's fiscal challenges are further exacerbated by its status as a "donor county." The County receives the lowest share of property taxes per capita from the State of any urban county. As a result, the County Executive Officer is making a concerted effort to inform the public about what this means and how Orange County's residents are being disadvantaged. The ultimate goal is to increase public awareness of the inequitable way in which the State finances counties and to develop support to make the system more equitable and responsive to local needs.

During 2003, nearly 4,000 CalWORKs clients will reach their five-year maximum lifetime limit on welfare assistance and be discontinued from cash aid. Although the children will continue to receive aid, the question of what will happen to these individuals and families is perhaps the greatest social experiment of our time.

The aging of the Agency management team is likely to produce management changes during 2003 as many senior managers retire. Decades of experience and history will be lost, but new opportunities will exist and new people with new ideas will provide invigorated leadership.

The Social Services Agency and its outstanding personnel met the challenges of 2002 and continue to provide a high level of service to our county's most needy residents. We touch the lives of hundreds of thousands of people to assist, support, and protect them. Clearly, 2003 is going to be a challenging year, but one that also presents opportunities. We will collaborate with our fellow county departments, the cities, community organizations, and volunteers to meet the challenges and ensure that Orange County residents will continue to enjoy a safe and supportive environment that promotes stability and self-reliance.

Angelo Doti
Interim Director

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I. EXECUTIVE SUMMARY

Challenges created by a sagging economy and the California State Budget for FY 2002/03 have compromised the ability of local governments to be responsive to the communities they serve. In Orange County, these fiscal challenges are exacerbated by our status as a “donor county” – where we only receive six cents of every property dollar sent to the State. However, challenges provide opportunities. So, despite the fiscal realities and other service-related issues

facing the Agency, we will continue to capitalize on the myriad of opportunities to develop unique strategies to maintain and improve service delivery. By prioritizing workloads, developing coordinated advocacy efforts,

engaging in strategic planning and maintaining and strengthening existing partnerships, we will continue to provide quality services that are responsive to the community, encourage personal responsibility, preserve families, and protect the vulnerable.

Child Welfare Services, In-Home Supportive Services, Adult Protective Services, CalWORKs, Food Stamps, Medi-Cal, and General Relief are among the state and federally mandated programs administered by SSA that offer:

- ◆ Prevention and intervention services to protect children and adults from abuse and neglect;
- ◆ Temporary cash assistance, employment and supportive services to enable families to move from dependency to self-sufficiency; and
- ◆ Access to food and medical assistance.

Our Vision

Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

Key Outcome Indicators

In 1999, SSA adopted four key outcome indicators. We continue to employ these indicators to measure our performance in achieving our mission and our goals.

1. CalWORKs Cases with Earned Income
 2. Medi-Cal Coverage
 3. Adoptive Home Placements
 4. Adult Protective Services Financial Abuse Protection and Recovery
-

The Temporary Assistance for Needy Families (TANF) program, signed into law by President Clinton in 1996, substantially transformed the American welfare system. The 1996 law gave states increased discretion in providing benefits and setting program rules. TANF and its accompanying state program, CalWORKs, placed an emphasis on client self-sufficiency and personal responsibility and required recipients to engage in job search or other work-related activities while they apply for and receive cash assistance. Statistics from the California Department of Social Services indicate that there has been a decrease in child poverty rates both in California and nationwide in the years since the implementation of welfare reform.

Orange County has been a leader in the state's campaign to assist recipients in their efforts towards self-sufficiency. Implementation of innovative strategies, buoyed by a strong economy, resulted in significant reductions to the county's public assistance caseload. While the percentage of CalWORKs cases with earned income doubled from 33% in FY 1994/95, to 72% in FY 2000/01, the numbers for FY 2001/02 declined to FY 1998/99 levels. The Agency is faced with the additional challenge of how to assist and support nearly 4,000 welfare clients whose aid will be discontinued when they reach their five-year maximum lifetime limit on assistance.

As budgetary constraints force the Agency to reduce or eliminate some of the services which support and assist welfare clients in becoming self-sufficient, we will work closely with our community partners to mitigate, to the extent possible, the loss of these services. We

will also continue to work closely with employers to ensure that job development activities, work preparedness services, and Community Service vocational targets are responsive to the job market.

“The welfare time limit was intended as a threatening hammer to motivate recipients into the work force. But experts are uncertain about what will happen to those who are cut off – whether they’ll manage in other ways or whether the change could trigger a downward spiral that sends more parents and children into homelessness and desperation.”

California Journal (September 2002)

Although Congress has held hearings on welfare policy, they have not reauthorized the TANF program. Reauthorization issues include: work requirements, funding, the role of education and training, amount of childcare funding, marriage promotion, reporting rules, and the conflict between time limits and work rewards that allow workers to stay on TANF with higher earnings. The ultimate outcome of program reauthorization will likely include more demanding Welfare-To-Work mandates and an increased focus on poverty reduction and child well-being. In addressing this challenge, the Agency will be advocating for adequate funding and continued flexibility to design programs that are responsive to the needs of the local community and that make welfare clients upwardly mobile and permanent members of the workforce.

Our Mission

The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.

The joint state and federally funded Medi-Cal program provides health coverage to the county's low-income individuals and families. Enrollment in the program on both the state and county levels has experienced steady growth over the last five years. Since last fiscal year, the number of persons receiving Medi-Cal in the County increased 28%. This dramatic increase in the number of individuals with access to health care is a result of regulation changes and enhanced outreach efforts.

Although outreach efforts have increased Medi-Cal enrollment numbers, the barrier of program complexity remains. In response, the Agency has expanded outreach programs to encourage all eligible individuals to access Medi-Cal services. We have implemented changes that eliminate barriers and simplify access. Some of these efforts include outstationing Medi-Cal staff at a variety of locations, advertising health services through various media, advocating for the simplification of application forms and processes, and participating in state projects related to the electronic transmission of applications.

Adoptive home placements provide permanence and stability free from abuse and neglect for children coming into the welfare system. The placement of children in adoptive homes increased by 12% this past fiscal year, and Children and Family Services placed 476 children in homes approved for placement. However, recruiting and retaining adoptive parents, especially those willing to adopt sibling sets and children with special needs, remains a challenge.

SSA is responding to this challenge by working with private adoption agencies to facilitate adoptive placements. Further, the Agency partnered with the Kinship Center to create a new adoption recruiter position, which is responsible for soliciting involvement from the county's private sector in the adoption process by planning and staging adoption events in the community. The Agency will also encourage the integration of resources by the Foster Care Task Force and the Children's Services Coordination Committee to expand existing efforts to recruit and retain foster and adoptive parents.

Our Goals

- 1. Provide services to help needy or vulnerable adults and children to receive health care, food, shelter and clothing.*
 - 2. Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.*
 - 3. Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.*
 - 4. Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.*
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Adult Protective Services responds to reports of elder and dependent adult abuse and exploitation, including physical and financial abuse. When the Agency identifies abuse and there are no appropriate family members to intervene, the Adult Protective Services workers collaborate with the Public Guardian's Office to protect the assets of the victims. Last year, over \$20 million in assets were protected or recovered, exceeding agency projections by 25%.

The senior population in the county is expected to double in the next twenty years. As a result, the Agency will be faced with the challenge that the number of elderly who could potentially be at risk of abuse will also increase. In response to this challenge, we are making every effort to continue this project and hope to recover at least \$16 million in FY 2002/03.

Constant changes in the service environment resulting from federal and state statutes, regulations, the economy, and the client population, place the burden of designing new policies and programs on local government. The major challenges resulting from these changes call out for innovative responses. The Agency's guiding policy statements provide a framework to

address challenges as we continue to be responsive to the public's needs. The opportunities presented by changes resulting from budgetary constraints, new mandates, and shifting client demographics will be directed by goals, plans and projects. These goals will be supported by: a commitment to collaboration, continued technological enhancements, strengthened and improved communication, fiscal responsibility, investment in our workforce; and ultimately, the vision that Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

II. MISSION & GOALS

The Agency vision and mission statements articulate our role of promoting employment and self-sufficiency and providing services that keep the community healthy and productive, while recognizing cultural diversity. Our primary Agency goals were reevaluated for this Business Plan and have been rewritten to be more reflective of our objectives.

Vision

Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

Mission

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Goals

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- 4. Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.*

Through its commitment to meet and exceed state and federal mandates and its exploration of privatization options, the Agency supports the efforts of the County Strategic Financial Plan to move toward the County's goals. We are dedicated to investing in the further development of a well-trained workforce. By providing educational and training resources and opportunities to staff, SSA is improving the work environment while ensuring that residents will continue to receive the best quality services. We also strive to improve service delivery, as well as reduce costs, through the continual enhancement of technology. SSA communicates and promotes its priorities to interested parties such as policy makers, other public agencies and departments, community organizations, and staff.

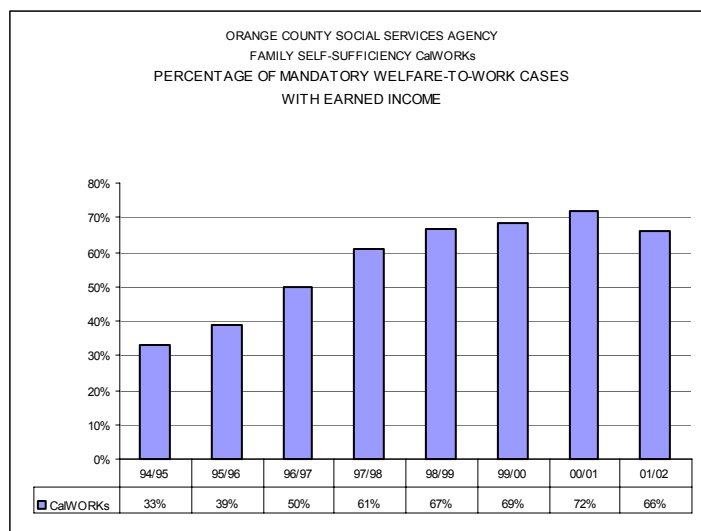
In the 2002 Business Plan, SSA established a significant number of service plan strategies for each of our primary goals. As an Agency, we accomplished almost all of the strategies we had set for the year 2002. Fiscal and other constraints did not allow us to achieve three of the forty-two strategies we had set. The other thirty-nine were accomplished, and details of the outcomes of these service plans may be found in Appendix E, Accomplishments 2002.

Key Outcome Indicators

The Agency has adopted four key outcome indicators that represent performance of the organizational goals. These key outcome indicators are listed below and on the following pages.

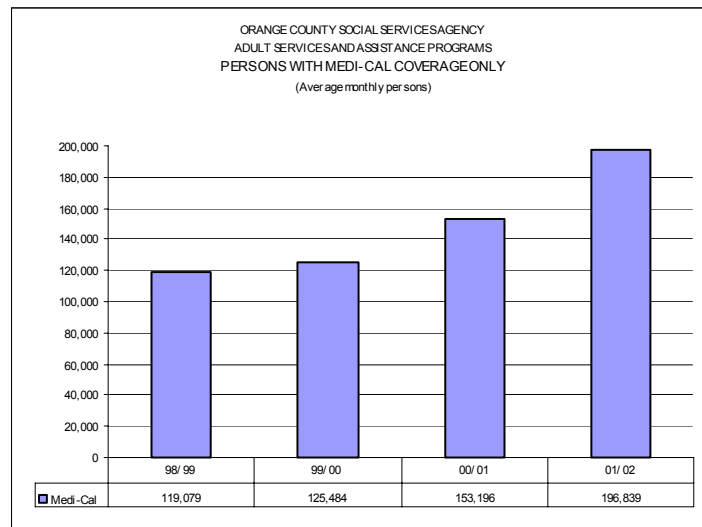
CalWORKs Cases With Earned Income

Performance Measure	FY 01/02 Results	FY 02/03 Plan	FY 02/03 Anticipated Results	FY 03/04 Plan
<p>While there was a decline in FY 2001/02 due to economic and related employment conditions, the percentage of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 66%, representing a 100% increase from 33% in FY 1994/95.</p> <p>How are we doing? Even though there has been a recent decline, we believe the longer term increase in cases with income is commendable. Growth in previous years may be attributable to a good economy and sufficient funding to fully implement projects and services. As the economy softens and opportunities for employment decline, the Agency faces a challenge to continue performing at this level. Large numbers of recipients have gone off aid because they have become self-sufficient, and many more are working to supplement the assistance provided to their families.</p>	66%	Budgetary constraints have required the reduction or elimination of many of the contracted services we purchase to support recipients in becoming self-sufficient. We will work closely with partners and resources in the community to provide these services, and work more closely with employers in order to encourage them to hire and retain these individuals.	Applications for aid will continue to increase as gaining and retaining employment will be more difficult than in the past. January 2003 begins the termination of participants who have exhausted their five-year lifetime assistance limit. Many of these individuals who are currently working will no longer be included in the mandatory cases with earnings statistics.	Funding levels have been declining since FY 2001/02, and the trend will likely continue into FY 2003/04. Further service reductions may be required. Numerous business alternatives are being explored to mitigate the effects of these funding reductions while maintaining effective core services and collaborating with community partners.



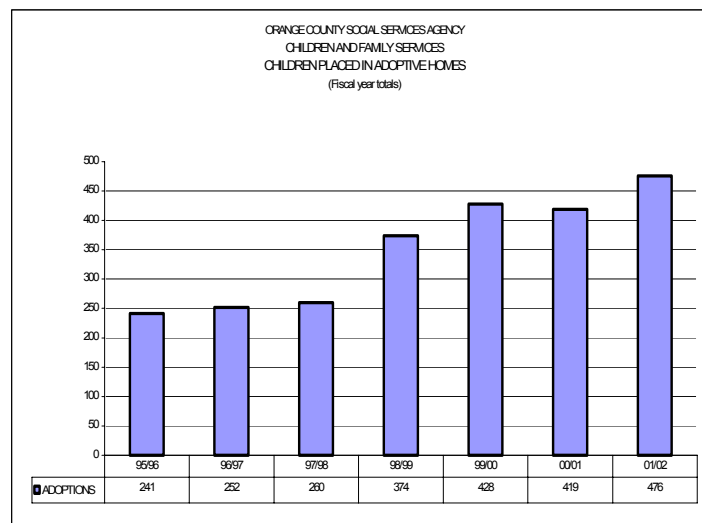
Medi-Cal Coverage

Performance Measure	FY 01/02 Results	FY 02/03 Plan	FY 02/03 Anticipated Results	FY 03/04 Plan
<p>Medi-Cal provides health care coverage for low-income families and individuals. Monitoring the number of persons served under this program enables us to be more responsive to the medical needs of low-income households and to plan strategies to reach out to uninsured residents.</p> <p>How are we doing? Enrollment numbers for those who received Medi-Cal increased by 28% last year due to regulation changes and enhanced outreach efforts. Maintaining existing projects, where feasible, coupled with legislation and projects that simplify and expedite application processing, should result in continued increases in enrollment during the next few years.</p>	<p>196,839</p> <p>(43,643 increase over FY 2000/01)</p> <p>Note: This number excludes those who receive Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services and Supplemental Security Income.</p>	<p>SSA plans to maintain current outreach efforts and institute mandated program changes that simplify and eliminate barriers to participation. Strategies include maintaining outstationed staff at caseload justified locations, advertising health services through flyers and other means, partnering with the Office on Aging for usage of their mobile van at community events and collaborating with HCA on strategies to maintain participation.</p>	<p>Growth projections are anticipated to be 1.3% per month for a net gain of 36,618 persons. This gradually increasing enrollment is occurring at state and national levels. One of the challenges resulting from the increase is the shortage of state funding to cover the costs of an expanding caseload.</p>	<p>SSA anticipates an increasingly challenging fiscal environment in FY 2003/04. SSA will continue to explore innovative processes and partnerships to maximize use of limited resources.</p>



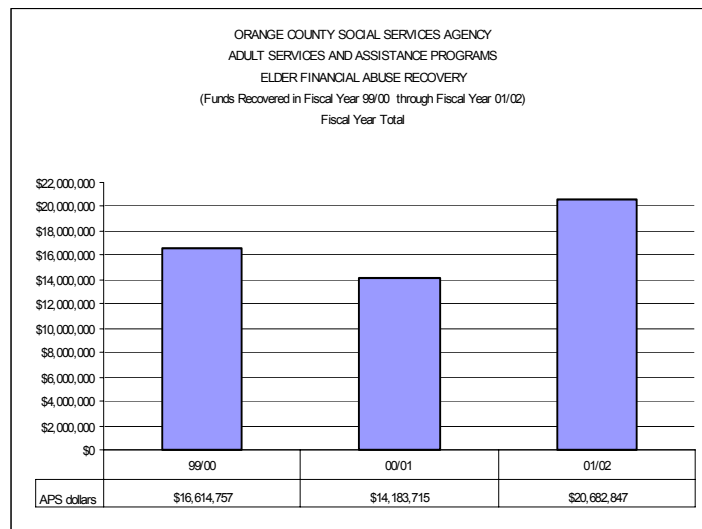
Adoptive Home Placements

Performance Measure	FY 01/02 Results	FY 02/03 Plan	FY 02/03 Anticipated Results	FY 03/04 Plan
<p>Placement in an adoptive home gives each child an opportunity to be raised in a loving and supportive home and achieve a life-long relationship with the family.</p> <p>How are we doing? During FY 2001/02, the Adoptions Program increased their adoptive placements by 12% from the previous year. During this period, the program continued to work with private adoption agencies and added an Adoption Recruiter position. The program was also successful in increasing the number of placements of sibling sets. In spite of these successes, more families are needed, particularly for older children and sibling sets.</p>	<p>12% increase</p> <p>CFS placed 476 children in homes approved for adoptive placements</p>	<p>The Adoption Program will continue to partner with private adoption agencies to facilitate adoptive placements of children and explore increasing the percentage of home studies of prospective adoptive families completed by private agencies. The Adoption Program will also explore increasing utilization of families recruited by private agencies.</p>	<p>CFS will maximize existing resources in order to maintain the current level of adoptive placements, despite upcoming fiscal challenges. However, a cut in State funding by approximately 30% casts a shadow on the likelihood of continued high productivity.</p>	<p>CFS anticipates an increasingly challenging fiscal environment in FY 2003/04. The Adoptions Program will continue to explore innovative partnerships and alliances within the community in an effort to maximize use of our limited resources.</p>



Adult Protective Services Financial Abuse Protection and Recovery

Performance Measure	FY 01/02 Results	FY 02/03 Plan	FY 02/03 Anticipated Results	FY 03/04 Plan
<p>Adult Protective Services responds to reports of elder and dependent adult abuse and exploitation, much of which is financially motivated. When abuse is identified and there is no appropriate family member to intervene, the Adult Protective Services social worker collaborates with the Public Guardian's office to protect the victim's assets.</p> <p>How are we doing? We are able to protect many of the victims of financial abuse. Although FY 2001/02 showed a significant increase in recoveries, continued growth is difficult to predict since the estates of many victims are not large. However, robbing an elderly or disabled person of their life savings is to rob them of their quality of life, whether the estate is large or small.</p>	\$20,682,847 in assets were protected or recovered. This is the best performance yet in this 3-year-old program, and exceeded our expectations by 25%.	Based on the current budget, we expect to be able to maintain service levels.	We expect to be able to recover at least \$16,000,000.	Further cuts in funding could require that we reduce the level of staffing for this project, which could decrease the amount of assets protected and recovered.



III. OPERATIONAL PLANS

SSA serves 1 in 10 Orange County residents encompassing a broad spectrum of individuals, ranging in age from newborns to the elderly. The downturn in the economy continues to have an impact on the needs of our clients and challenges our ability to serve them. As the economy contracts, the need for the Agency's services generally increases, while the state and federal funding sources for SSA programs decrease. SSA will endeavor to maintain the innovative programs and strategies implemented in the last few years to meet the needs of Orange County residents, working with other agencies and community partners in collaborative efforts to leverage funding and resources.

Geographical Distribution of Cases Receiving Services Through SSA Programs

Geographical Areas:

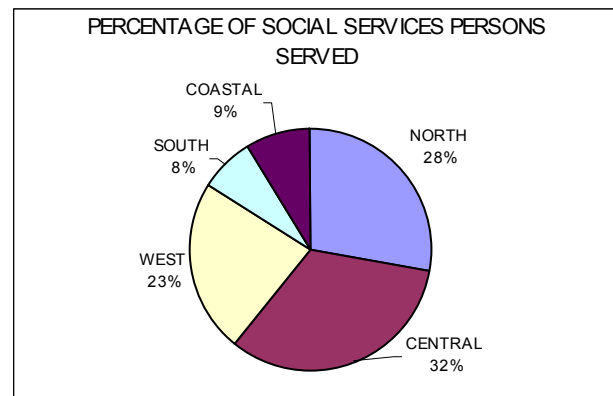
North: Anaheim, Brea, Fullerton, La Habra, Placentia, Yorba Linda

Central: Orange, Santa Ana, Tustin, Villa Park

West: Buena Park, Cypress, Garden Grove, La Palma, Los Alamitos, Stanton, Westminster

South: Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano

Coastal: Costa Mesa, Fountain Valley, Huntington Beach, Newport Beach, Seal Beach



The total population of Orange County is 2.88 million. Of the total population, 24% is in the North region, 20% in the Central region, 16% in the West region, 23% in the South region, and 17% in the Coastal region. The need for service is more heavily concentrated in the Central and North regions of the county, and our larger CalWORKs and Assistance Programs offices are located in the heavily populated areas. SSA will continue to collaborate with the County Homeless Coordinator, Health Care Agency, Community Services Agency, and Housing and Community Development, as well as cities and nonprofit agencies, to provide greater outreach in the areas that demonstrate more needs. The chart shows the geographical distribution of people served in FY 2001/02. The Agency also provides services to unincorporated areas of the county which are referred to as "County Islands."

The Social Services Agency's clients come from many backgrounds and ethnic groups. All of our employees and contracted service providers are trained in the area of cultural diversity and sensitivity. This training provides participants with educational information that increases awareness, understanding, and sensitivity in dealing with people of diverse cultural backgrounds. Approximately 440 SSA employees participated in Cultural Diversity training during 2002, at which time each employee was provided with the tools for developing personal cultural competency skills. Topics covered include identifying and understanding barriers to effective communication and positive relationships, recognizing and understanding how cultures differ, and how these differences can affect interactions in the workforce. This training was provided to Social Services Agency staff by an independent consultant from California State University, Fullerton.

Clients and Cases

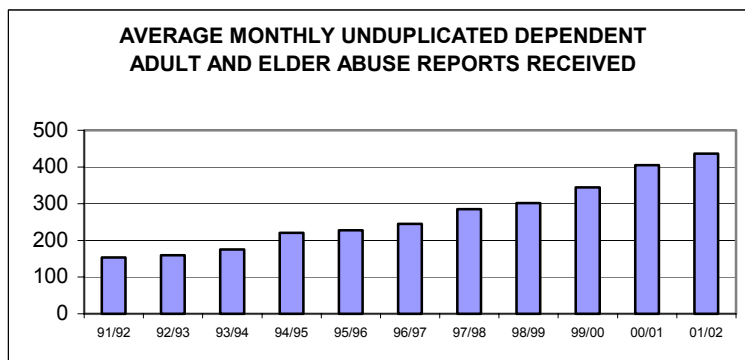
The following graphs focus on the clients served by SSA and the caseload trends in three program areas: adult abuse, children in foster or relative care, and welfare dependency.

Adult Abuse—Responding to a Growing Trend

Adult abuse reports continue to increase. The need to provide intervention and ongoing case management to protect the growing number of frail and vulnerable adults is expanding. It is anticipated that the number of cases will continue to grow as the senior population in Orange County doubles over the next 20

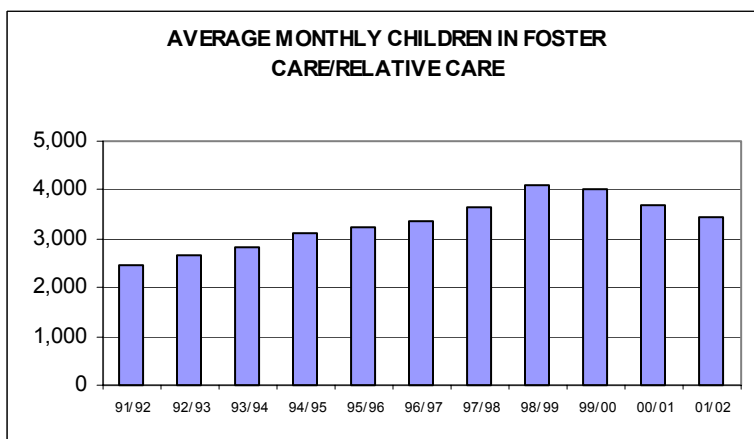
years and the public becomes more aware of adult abuse issues. Despite this caseload increase, the Adult Protective Services Program remains underfunded by the State, creating a major challenge for counties.

SSA is participating on the Interagency Committee on Aging and collaborating with other county agencies including Community Services Agency, Office on Aging, and Health Care Agency to develop a coordinated system of care for this vulnerable population. We also collaborate with the County Homeless Coordinator, as well as Housing and Community Development. SSA continues its partnerships with community organizations such as University of California Irvine College of Medicine to develop creative and innovative approaches to identify and treat victims of adult abuse.



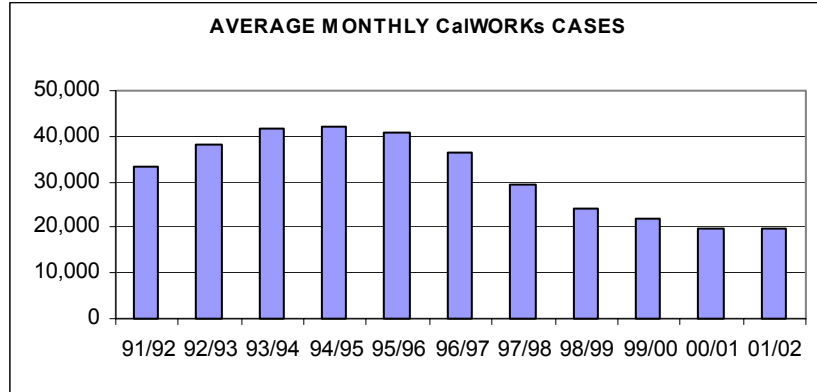
Children in Foster Care/Relative Care—Focusing On Stability

Children are placed into protective custody when there are substantiated charges of abuse or neglect and the children cannot be protected while remaining at home. After an investigation into the family's circumstances and review by the Juvenile Court, the child is either sent home under supervision or placed out of the home. The placement may be with a relative, a foster family, a non-related extended family, or in a group home. The emphasis on guardianship or adoption and the implementation of Wraparound Services may have contributed to the decrease in foster care placement over the past three years.



CalWORKs—California's Welfare Reform Program

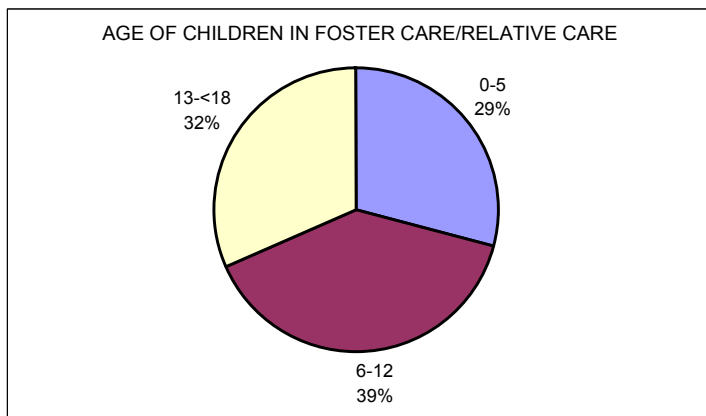
The number of families receiving financial assistance in the CalWORKs program has declined by 53% in Orange County since 1995, exceeding the statewide caseload reduction. This success is attributable to the dedication and commitment of Agency employees to the vision that county residents enjoy a safe and supportive environment that promotes stability and self-reliance. Also contributing to this success is the effective collaboration of SSA with its community partners in the delivery of valuable supportive services.



The graph represents all cases receiving public assistance under the CalWORKs program. Each case represents a family unit of approximately 2.6 persons. Currently, 66% of CalWORKs families with a mandatory Welfare-To-Work individual have employment earnings, a rate that has doubled since FY 1994/95 when the rate was 33%. However, with the economic downturn and resulting increase in unemployment, CalWORKs applications have begun to increase while the percentage of employed participants in ongoing cases is declining. This trend is likely to continue until employment increases as a result of a revitalized economy.

Children Receiving Services and Assistance—Continues to be a Priority for SSA

The population of Orange County is 2,879,698. This includes 827,423 children who comprise 29% of the population. Children make up a large percentage of the population served by SSA. Note that the children who receive Foster Care and CalWORKs also receive Medi-Cal.



Foster Care

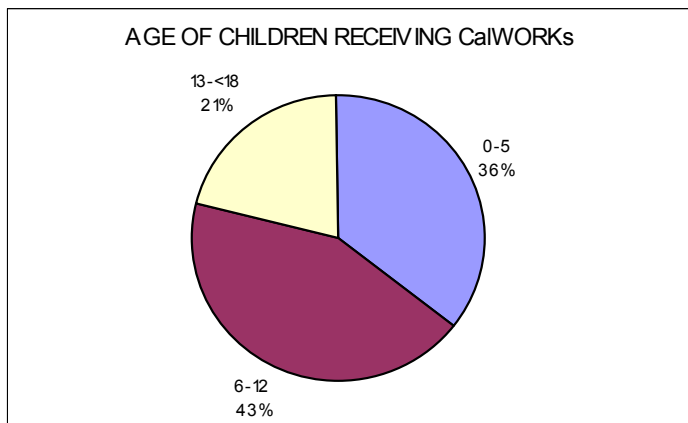
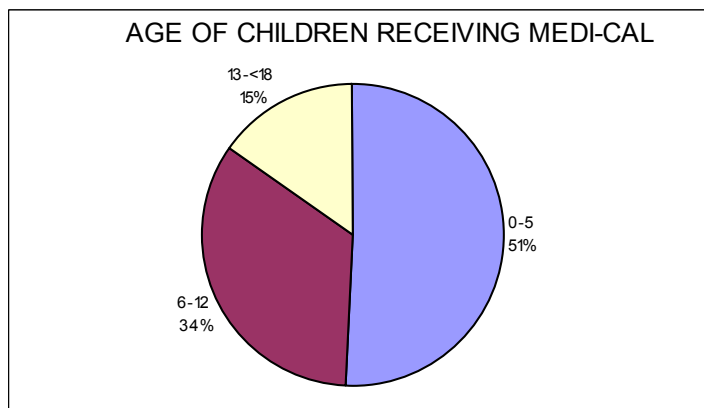
Foster care payments are for children only.

- 29% of foster children are under 6 years old
- 39% are 6 to 12 years old
- 32% are 13 years old or older

Medi-Cal

Half (50%) of the persons receiving Medi-Cal are children.

- 51% of these children are under 6 years old
- 34% are 6 to 12 years old
- 15% are 13 years old or older



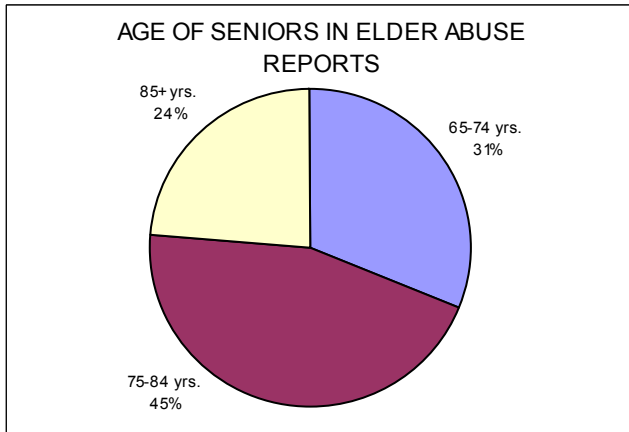
CalWORKs

Almost three-fourths (73%) of the persons receiving CalWORKs are children.

- 36% of these children are under 6 years old
- 43% are 6 to 12 years old
- 21% are 13 years old or older

The Aging of Orange County – A Challenge for SSA

Adults age 65 or older comprise 10% of Orange County's population. SSA's Adult Services and Assistance Programs division includes programs that serve large numbers of seniors.



Elder Abuse

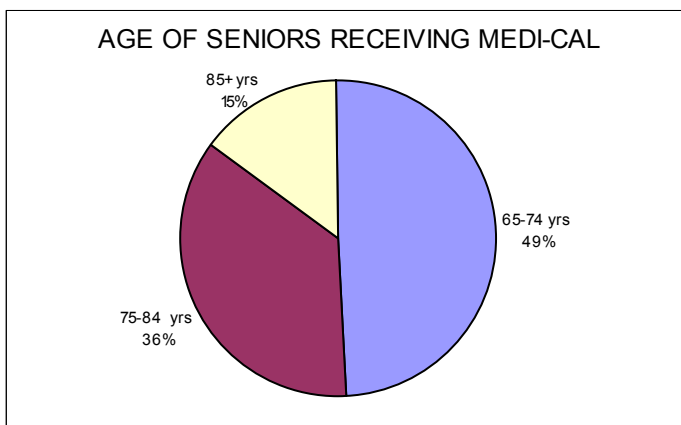
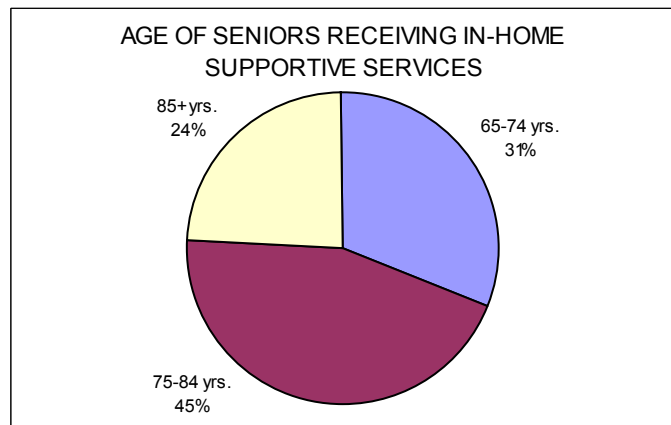
In FY 2001/02, 72% of abuse reports received were on the elderly.

- 31% were for adults age 65-74
- 45% of reports were for adults age 75-84
- 24% of reports were for adults age 85+

In-Home Supportive Services

In FY 2001/02, 65% of IHSS clients were 65 or older.

- 31% were age 65-74
- 45% were age 75-84
- 24% were age 85+



Medi-Cal

In FY 2001/02, 15.6% of all Medi-Cal recipients were age 65 or older.

- 49% were age 65-74
- 36% were age 75-84
- 15% were age 85+

Challenges

During the development of the FY 2002/03 budget, SSA identified essential and some critically needed items totaling \$34 million (total funds) for inclusion in the FY 2002/03 proposed budget. However, these items were not included in SSA's proposed budget in order to achieve a balanced budget without a demand on the county's general fund. Furthermore, the state budget resulted in significant funding reductions to SSA programs. Because of these significant reductions, SSA performed additional reviews of its ongoing and one-time services and supplies costs that will be reduced along with program (service) reductions in order to meet the funding reductions in the final state budget. As this level of reductions has already been identified and implemented, no further "Step 1" reductions were identified.

SSA's programs are underfunded, thus impeding our ability to meet certain mandates attached to the services that SSA provides. This may have a critical impact on our ability to respond in a timely way to reports of child and adult abuse, and result in longer processing times for applications for assistance. SSA programs generally have a required county funding match or maintenance of effort requirement. Any reduction in county cost currently allotted to SSA further exacerbates these problems since the related state and federal dollars tied to the county funds will be lost.

SSA identified its various programs and related mandates, funding sources, and county costs for each of these programs in the "Step 2 Process". Service levels and non-mandated activities are being evaluated to determine where limited funding resources can best be utilized for maximum effect to provide the necessary services to clients.

The overarching challenge for SSA in 2003 is to provide the highest level of services with fewer funds. This issue alone will have an impact on every division in the Agency. Additional challenges will include several major mandated changes in programs or operations. These challenges and proposed solutions are outlined below.

1. Preparation for the implementation of the mandated CalWIN, the statewide automated eligibility system, creates workload, operational, staffing, classification, and training issues. The definitions of SSA's future business environment provided by a short-term contract with a professional consulting firm will form a framework for the changes we anticipate over the next two years. Implementing the recommended changes will continue to impact all Agency resources over the next two years. All staff required to use the CalWIN system will be trained and certified prior to CalWIN implementation. Other agencies that partner with SSA will also need to be trained to use the new system. The impact on the Agency's resources will progressively escalate until CalWIN is implemented in 2004. (This system is fully funded by the federal and state governments). Possible solutions to this challenge include:

- a)** Continue to prioritize workload resources within the Agency to maintain current programs while dedicating staff time to the CalWIN Project.
- b)** Develop plans to implement recommended changes in a manner that is minimally disruptive to staff and the public.
- c)** Involve staff from all divisions of the Agency and, where applicable, other department/Agency staff, in the planning process for CalWIN implementation.

- d) Involve all Agency divisions and its partners in the planning and modification of training modules and subsequent certification of staff. Staff will be trained through the joint efforts of Training and Career Development (TCD), additional SSA CalWIN staff experts, and vendors from the central CalWIN Project Office.
- e) Prioritize goals and develop time-driven strategies to train agency staff effectively on the various functions and needs of CalWIN towards the successful implementation of CalWIN, occurring October 2004.

2. It is likely that federal reauthorization of the Personal Responsibility and Work Opportunity Reconciliation Act will include more demanding Welfare-To-Work mandates and an increased focus on poverty reduction and child well-being. SSA must be prepared to modify and enhance its service delivery methods and policies in order to meet the new challenges of the next steps in welfare reform.

- a) Advocate at the state and federal level for clear direction, adequate funding, and support for programs that serve families living at or below the poverty level.
- b) Take steps toward ensuring that Welfare-To-Work case management strategies achieve greater effectiveness and enhance service delivery as necessary to meet the increased outcome requirements anticipated under welfare reform reauthorization.
- c) Continue to advance toward a more coordinated approach to service delivery, with the goal of meeting a wider range of client needs. In particular, expand on integrated services with the Children and Family Services division in an effort to improve child well-being and meet the broader purposes of welfare reform.

3. In order to operate the CalWORKs program within a reduced state allocation, SSA must make significant amendments to its prime contracts in the service areas of Case Management and Job Search/Job Retention. Proposed solutions include:

- a) Process data and conduct evaluations to ensure that contractors are meeting their goals and determine the most effective and beneficial contract components.
- b) Confer and coordinate with Agency management, Assistant CEO/Human Resources, prime contractors, and stakeholders regarding the most effective way to reduce contracted activities, to continue adequate service levels, and to apportion workload between county and contracted staff.

4. As the economy has declined, the state budget has included significant cuts to human services programs. SSA must meet the challenge of maintaining CalWORKs core services and comply with each of the County's programmatic mandates, as required by law and regulation, in an environment of funding shortfalls. Proposed solutions include:

- a) Commence strategic planning to reevaluate and make necessary adjustments to service delivery methods, program administration, facilities, and staffing.
- b) Pursue all appropriate and available funding sources to mitigate shortages in mainstream funding allocations.

- c) Enter into statewide strategizing with the California Department of Social Services, the County Welfare Directors Association, and other counties to forward Orange County interests in the areas of fiscal allocations and program redesign.

5. Reductions in the state child care allocation may result in a reduction or loss of child care payments for some current and former CalWORKs recipients beginning in 2003. Without ongoing child care subsidies, some employees will no longer be able to continue employment and may not leave or may return to welfare. Proposed solutions:

- a) Advocate for restoration of child care funds within the state budget process and TANF reauthorization efforts.
- b) Work with Children's Home Society and the Department of Education in an effort to move child care services from Stage 1 into Stages 2 and 3, where additional funds are available.
- c) Work with our Agency partners, including the CEO Child Care Coordinator, to provide information to former recipients about alternative child care services that are available in the community.

6. Current CalWORKs participants have extensive barriers to employment that require intensive services. The Learning Disability Screening mandate without sufficient funding may require CalWORKs-funded special accommodations for these individuals to ensure full access to the Welfare-To-Work program for all participants. Proposed solutions include:

- a) Monitor and track outcomes to plan for future costs to evaluate and accommodate CalWORKs clients with learning disabilities.
- b) Evaluate county options related to the level of services, frequency of screening, and evaluation as resources diminish.
- c) Develop new accommodation strategies in collaboration with community organizations with expertise in the area of learning disabilities to most effectively address our participants' needs.

7. Implement state mandated Quarterly Reporting for CalWORKs and Food Stamp Programs. Proposed solutions include:

- a) Develop implementation plans, identify changes and prioritize workload in collaboration with CalWORKs, Food Stamp Program, Technology Services and Operations staff.
- b) Revise and develop program and operational policies and procedures on quarterly reporting and other related issues, including forms and notices.
- c) Inform all CalWORKs and Food Stamps applicants and recipients of these new requirements and give a presentation at the Community-Based Organization meeting to enlist the community's help in implementing this change.
- d) Train all CalWORKs and Food Stamps staff.

8. The Agency will implement Safety Net in 2003 when adults reach their CalWORKs 60-month time limit. The adult will be discontinued from CalWORKs cash aid, but aid for the eligible children may continue under the Safety Net program. Because they will no longer receive CalWORKs, services to these adults will be reduced. Proposed solutions include:

- a) Access community resources to reintegrate timed-out adults into the workforce.
- b) Provide intensive case management services to recipients in advance of time limits to prepare families to the greatest extent possible.

9. The Agency will implement the child support time limit exemption in the CalWORKs program. Any month of CalWORKs cash aid that is fully reimbursed by child support shall not count towards the CalWORKs 60-month time limit. Solutions include:

- a) Provide education, tools, and support to staff.
- b) Monitor implementation to ensure compliance with state regulations.

10. Reductions in the Medi-Cal allocation will present challenges in maintaining service delivery in outstationed and district assignments. Program changes and outreach efforts have increased Medi-Cal enrollment numbers, but the barrier of program complexity remains. It is anticipated that Medi-Cal caseloads will continue to expand on an ongoing basis. Proposed solutions include:

- a) Work with the State to streamline program regulations and ensure consistency between the Medi-Cal and Healthy Families programs, simplify forms and move to electronic transmission of applications.
- b) Involve staff in various task forces and projects with community partners and other agencies to maximize resources and streamline operational processes.
- c) Prioritize and reorganize the Agency's resources and workload, as necessary, to maintain adequate services as caseload levels continue to increase.
- d) Reduce outreach and public education services where feasible.

11. Transition In-Home Supportive Services (IHSS) Provider Registry and Caregiver Training functions to the Orange County IHSS Public Authority (PA). Proposed solutions include:

- a) Provide demonstrations and train Public Authority employees in current Provider Registry procedures.
- b) Advise Public Authority employees of available caregiver training in the community.
- c) Provide the Public Authority with appropriate IHSS provider information and monthly statistical information based on data extracted from the Case Management, Information, and Payrolling System (CMIPS).

12. The Agency continues to deal with the impact of high caseload growth in Adult Services programs as the senior population in Orange County increases. Current methods emphasize safety and quality of life by delaying placement in institutions and promoting greater use of home and community-based programs. As the State has not fulfilled its commitment to fully fund these programs, the Agency's ability to meet the mandates of this growing caseload is compromised. Proposed solutions include:

- a) Prioritize and reorganize the Agency's resources and workload to maintain mandated services.

- b) Collaborate with Health Care Agency, Community Services Agency and other public and private organizations to coordinate care, avoid duplication of effort, and ensure effective utilization of limited resources.
- c) Reduce or eliminate outreach and public education in Adult Services, providing training only to mandated reporters of elder and dependent adult abuse.
- d) Ensure the fiscal integrity of the Multipurpose Senior Services Program (MSSP) by working with the California Department of Aging (CDA) for long-range fiscal planning. If this is not feasible, the Agency will coordinate with CDA to transition the administration of this program to another organization.

13. Identifying ways to mitigate the lack of transitional and affordable housing in Orange County is critical to promoting the self-sufficiency of emancipating foster care youth. Proposed solutions include:

- a) Continue to oversee progress on the housing and support services demand and utilization study through the Emancipation Services subcommittee, developed through the Children's Services Coordination Committee (CSCC). The contract with the Social Services Research Center, which includes the completion of interviews with community child welfare professionals, focus groups, and the interviews with pre-emancipated and emancipated youth is coming to a conclusion. The raw data has been submitted to SSA Research for compilation and analysis. SSA will collaborate with other County agencies to identify new transitional housing and affordable housing providers and link providers to appropriate technical assistance and funding sources.

14. Recruiting and retaining foster parents and adoptive families is a constant challenge. This year will be especially challenging, due to the decrease in available funds for this purpose. Proposed solutions:

- a) Integrate the efforts of the Foster Care Task Force and the Children's Services Coordination Committee to enhance recruitment/retention efforts.
- b) Continue coordination with community colleges and other resources to ensure ample ongoing training opportunities are available for foster parents.
- c) Identify services that the foster parent community find of value through the Foster Care Advisory Board and the Foster Parent Forums. Place emphasis on creative measures to deliver these types of services.

15. Providing adequate services to the severely emotionally disturbed adolescent population remains a challenge. This population is increasing, while the number of resources for them is decreasing. Additionally, the state is requiring a 10% match for any expansion of Mental Health Services. Solutions include:

- a) Continue to develop resources that provide intensive levels of treatment and service, and Community Treatment Facilities.
- b) Partner with the Health Care Agency on the development of mental health services for this population.

- c) Pursue legislation in conjunction with the California Department of Social Services that provides for the development of placement resources and support for current placements.

16. Due to State budget reductions, there will be a decreased capacity to provide services. Proposed solutions include:

- a) Refine workload prioritization guidelines.
- b) Increase the span of control for supervisors and managers.
- c) Expand job responsibilities of supervisors and managers to include training formerly provided by contract entities.
- d) Eliminate or modify non-core or non-mandated functions.

17. In the face of significant CalWORKs incentive funding reductions, it is a critical challenge to ensure the sustainability of Family Resource Centers (FRCs). FRCs are vital platforms for neighborhood-based service delivery. Proposed solutions include:

- a) Continue to be involved in a variety of efforts to promote FRC sustainability, including the provision of technical assistance to the FRCs, training in strategic planning and diversification of the funding base.
- b) Promote continuing stakeholder involvement, partnering with public and private agencies, organizations and foundations, as well as fiscal leveraging and effective resource utilization.

18. The same declining economic conditions mentioned above pose a threat to a variety of funding streams supporting SSA operations. Some proposed solutions include:

- a) Review all current funding strategies to maximize prudent fiscal leveraging opportunities.
- b) Maximize utilization of community-based and outreach services.
- c) Prioritize and reorganize the Agency's resources and workload, as necessary, to maintain adequate services during periods of high caseload levels.

19. Improving Food Stamp Program accuracy in an environment of reduced funding will be a challenge in both Non-Assistance and Public Assistance/CalWORKs caseloads. Proposed solutions include:

- a) Enlist support from State and County staff to identify solutions, projects and processes that will enhance program accuracy.
- b) Implement quarterly reporting for food stamps as per state timelines.
- c) Implement a Food Stamp Program Coordinator position that will oversee Division and District program integrity activities, including the analysis of error trends from supervisory case review data and other sources.
- d) Prioritize and reorganize the Agency's resources and workload, as necessary.

20. Providing the same level of training to SSA staff and partner agencies with a decreasing budget for contractors to provide the training. Proposed solutions include:

- a) Identify SSA internal resources/experts as well as other County of Orange agencies, educational partners, and community-based organizations that would be available to provide training and

educational opportunities to SSA staff. Opportunities to gain knowledge concerning working with boards and grant writing as well as acquiring leadership skills would be included in these trainings.

Resources

The Social Services Agency administers federal, state and county social service programs that protect children and adults from abuse or neglect, enable the frail and disabled to remain in their homes rather than being institutionalized, move eligible families from dependency to self-sufficiency, and provide program benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.

The Agency is comprised of four major divisions: Administration, Adult Services and Assistance Programs, Children and Family Services, and Family Self-Sufficiency (refer to Appendix A for an organization chart). These divisions provide the core businesses of the Agency, which include self-sufficiency, protective services, independent living, financial assistance, health care access, employment services, and family stability. In addition, the Economic and Community Partnerships section provides a vital link to the community and other public partners.

SSA directly employs 3,951 staff and indirectly employs approximately 100 staff through the Auditor-Controller department, who are assigned solely to Agency functions. In addition, we have contracts with private sector for-profit, non-profit and faith-based organizations that employ staff to provide case management and other social services.

Funding the Social Services Agency

We administer a total budget of \$641 million in appropriations and \$584 million in revenues, with a net cost to the County of \$57 million.

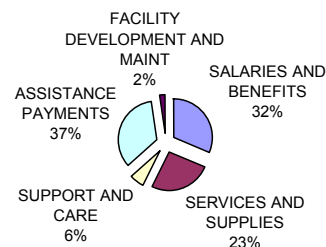
Our operational budget includes gross expenditures of \$387 million for salaries, benefits, services and supplies, support and care payments such as child care, transportation, and other CalWORKs-related payments to clients.

This figure also includes the county's share of payments to providers for In-Home Supportive Services. Over \$119 million of these total funds is for privatized services. This does not include expenditures made directly by the State to service providers and clients for Medi-Cal, In-Home Supportive Services and Food Stamps, although the case management cost is included in the operational budget.

The expenditure budget for assistance payments to clients and foster care providers is \$239 million, which includes \$116 million paid to foster parents, relative caretakers and group home providers for the care of children in foster care as well as adoptive support services. The budget for Facilities Development and Maintenance is \$14 million. The budget for In-Home Supportive Services Public Authority is \$1 million and includes operational costs for the Public Authority.

The Agency's fiduciary responsibility for determining eligibility and issuing benefits is in excess of \$1 billion for Food Stamps, Medi-Cal, Medical Services for Indigents, Cash Assistance Program for Immigrants, and In-Home Supportive Services. These benefits, as stated above, are not in the county budget, but are appropriated and paid from the state and federal budgets. They expand SSA's fiscal responsibility to \$1.7 billion per year.

FY 2002/03 Appropriations Adopted Budget



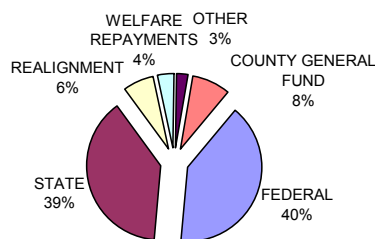
Approximately 91% of the Agency's budget is funded from multiple revenue sources with the majority of the revenues from the federal and state governments for the administration of state and federally mandated programs. The remaining 9% of the revenue is funded from the County General Fund. In addition to federal and state revenues, we receive funding from grants, realignment sales tax, donations, and various other sources. The mandated federal program funding flows first to the State and subsequently to the counties.

In the mandated federal programs, there is usually a state share requirement in order to obtain federal funding. A portion of the state's "matching funds" or a maintenance of effort requirement is passed on to the counties. For example, some of the Foster Care program is funded at 50% federal, 20% state, and 30% county, a ratio established

by the annual state budget process. In contrast, the traditional cost of Medi-Cal eligibility determination is funded at 50% federal and 50% state with no county share.

There are also state mandated programs that are funded by the State, with the counties sharing some of the cost. General Relief is the only SSA program that is mandated by state law but funded entirely with county funds.

FY 2001/02 Revenues Adopted Budget



Commitment to Fiscal Responsibility - Locally and Statewide

Most of SSA's general fund requirement is mandatory maintenance of effort or county match. For FY 2003/04, there may be budget uncertainties due to possible declining federal, state, and local revenues as well as increasing applications for assistance. SSA will actively seek out information pertaining to the local, state, and federal fiscal environment during FY 2002/03 and monitor this information closely. This information will allow SSA to make timely budgetary adjustments to the FY 2002/03 and FY 2003/04 budgets. Budgetary reductions to date include a hiring freeze; reduction in the use of temporary help, extra help, and overtime; reduction in travel; and reduction of contracts for goods and services. Additional reductions continue to be considered and analyzed as funding information becomes available.

SSA is also exploring methods to maximize resources by analyzing the workforce and service delivery to deal with the budgetary adjustments. SSA will continue to restructure its organization and workflow to achieve efficiencies. Furthermore, SSA will be working to restructure the roles of supervisors and managers, as needed, in order to accommodate changes due to the hiring freeze. In addition, SSA will continue to seek grant funding where appropriate.

Each year, SSA demonstrates a commitment to fiscal responsibility by developing and monitoring the Agency's portion of the annual county budget, providing input and monitoring the County Financial Strategic Plan relative to Agency activities, and participating in the California Welfare Directors Association fiscal committees, subcommittees and workgroups.

Mandates - The Changes and Challenges

Complex laws and regulations that are contained in both federal and state statutes govern the Agency's programs. These laws and regulations mandate which social service programs SSA will provide to Orange County residents and determine who will be eligible. In addition, federal and state regulations dictate specifically how these programs will be administered. The regulations also specify the types of

services and amounts of benefits that the Agency will provide, the time frames for delivery of the services or benefits, the accuracy levels we must maintain in administering the programs, and the statistical measurements.

These mandates, laws, and regulations governing the Agency are subject to frequent changes emanating from the federal and state governments and sometimes the courts. These changes present many challenges and often require major changes in the service environment. SSA is dedicated to meeting the challenges and responding positively to the ever-changing service environment with innovative techniques. Refer to Appendix H for a list of legal mandates.

Service Plan Strategies for the Year 2003

The direction set by our Board of Supervisors provides us with the means to sustain organizational and professional vitality. We are increasingly focused on achieving results, tracking and reporting measurable outcomes, and linking pay with performance and achievement of business objectives. The Management Performance Plan (MPP) and the Performance Incentive Plan (PIP) are two examples of the mechanisms implemented to support the achievement of the desired organizational results. Enlightened Leadership principles give us a personal framework and foundation for aligning ourselves and our efforts with that organizational vision.

We will continue to develop and support PIP and MPP competency measures and improve the effectiveness of the plans as tools to motivate employee excellence. We will also support staff attending Performance Improvement Plan training to improve the effective use of the Performance Incentive Program. We remain committed to continuing to educate County staff and work collaboratively for completion of the performance measurement and pay for performance components of the Corporate Management System. This includes incorporating the strategies of the Leadership Excellence and Development Program (LEAD) that have been implemented, including those strategies found in the LEAD newsletters and the upcoming Workforce Vision publication.

The service plan strategies for the Agency are categorized according to the goals that they are intended to support. It is anticipated that these plans will be initiated and accomplished in the year 2003.

Goal # 1: Provide services to help needy or vulnerable adults and children to receive health care, food, shelter and clothing.

1. Implement Electronic Benefit Transfer (EBT) System for CalWORKs and Food Stamp clients.
2. Implement quarterly reporting for Food Stamp and Cash Benefits.
3. Implement Food Stamp accuracy improvement processes to ensure that clients receive the correct benefits.
4. Continue to enhance collaboration between Family Self-Sufficiency and Children and Family Services staff on mutual client cases.
5. Engage the Labor Management Committees in identifying and implementing opportunities for increased operating efficiency.
6. When possible, collaborate with other county agencies/departments to facilitate service provision.

Goal #2: Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.

1. Continue to plan strategies to implement CalWORKs 60-month time limit provisions, including identifying available services which are legal and appropriate, and encouraging recipients to become employed and to improve employment advancements prior to expiration of time limits.
2. Continue to assist CalWORKs participants to overcome barriers to employment through the Employment Support and Retention services program, with a focus on prioritizing essential services to maximize program effectiveness while reducing the funds available to provide these services.

3. Develop an accommodation strategy for all CalWORKs participants identified as Learning Disabled.
4. Form a Case Management Best Practices committee to gain a broad perspective of Family Self-Sufficiency staff performance, to identify methods of enhanced service delivery, and to improve overall Welfare-To-Work outcomes.
5. Refine the Service Management Access Resource Tracking (SMART) automated communication system. SMART business requirements identify key indicators that will allow staff to better track and manage the service outcomes provided to Welfare-To-Work families by SSA staff and associated partners.
6. Implement the continuation of CalWORKs supportive services to Family Reunification parents, a recent state mandate, by having Family Self-Sufficiency and Children and Family Services divisions collaborate with each other. This program provides CalWORKs supportive services such as: mental health, substance abuse, transportation, and ancillary or any service allowable under the CalWORKs program to parents who have a Family Reunification plan because the child(ren) were removed and placed in out-of-home care, and the County determines that the services are necessary for family reunification.
7. Continue to coordinate services and provide program, resource and benefit information to asylees as well as refugees and victims of trafficking to facilitate their acculturation and transition to self-sufficiency.
8. Continue staff participation on the various Workforce Investment Board Youth Councils to obtain and share information regarding youth employment programs.
9. Maximize use of the Vocational Assessment contract, Temporary Assistance for Needy Families (TANF) Job Placement referrals through the contract with County of Orange Community Services Agency Workforce Investment Board (WIB), and through referrals to Workforce Investment Act contracts administered by the three WIBs. Utilize Independent Living Coaches and Workshops contracts for emancipating youth to connect parenting youth with resources and support available in the community.
10. Develop enhancements to the CGT (Case Data System, GAIN Information System and Time on Aid) Database in order to refine measurement of client outcomes and provide client information that can be precisely tailored to current business needs.

<p>Goal #3: Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.</p>
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1. Continue to address the County's Americans with Disabilities Act (ADA) II Transition Plan by the dates directed for individual items, and complete all identified ADA II deficiencies by June 30, 2004.
2. Continue to collaborate with county and community partners to develop Medi-Cal and Foster Care Title IV-E blended funding opportunities to maximize revenue sources for the purposes of enhancing services for clients, and to develop sustainability of revenue sources for existing programs when current funding diminishes.
3. Continue to provide a learning environment where SSA employees and community partners will be educated, trained and highly skilled in providing services to the residents of Orange County.

4. Promote a multicultural campaign through the print media, TV and radio on child abuse reporting to enhance community awareness.
5. Seek funding from other governmental and private sources, which in combination with the Promoting Safe and Stable Families funds, will enable provision of services through the Family Resource Centers.
6. Ensure provision of comprehensive family support services at a countywide network of Family Resource Centers through a competitive bid process.
7. Continue to strengthen families who are parenting children in out-of-home placement by maximizing the effective use of multidisciplinary services.
8. Continue to strengthen effective alternatives to group home placement.
9. Continue quality improvement of the CWS/CMS system by effective use of the Adoption and Foster Care Analysis and Reporting System (AFCARS) data elements, case plans, Health and Education Passports (HEP) and documenting client contacts into CWS/CMS.
10. Increase the positive social behaviors exhibited by youth while they are at Orangewood Children's Home through the successful implementation of the Orangewood Active Teaching Therapeutic Approach.
11. Enhance Supportive and Financial services for child placements by the implementation of the Adoptions and Safe Family Act.
12. Continue Foster and Adoptive Family Recruitment and Retention efforts.
13. Further integrate Structured Decision Making (SDM) into the provision of child welfare services through continued training, and utilization in all programs by using all SDM tools. Develop and sustain a supervisory monitoring strategy to ensure SDM is completed on all appropriate cases. Continue to attempt to meet SDM Contact Standards for targeted Family Maintenance Non-Court (FMNC) high and very high risk cases.
14. Improve outcomes for children as measured by Adoption and Safe Families Act (ASFA) Federal Outcome Measures.
15. Utilize the Employee Recognition Program to recognize and reward employees for innovative ideas for improving service delivery.

<p>Goal #4: Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.</p>
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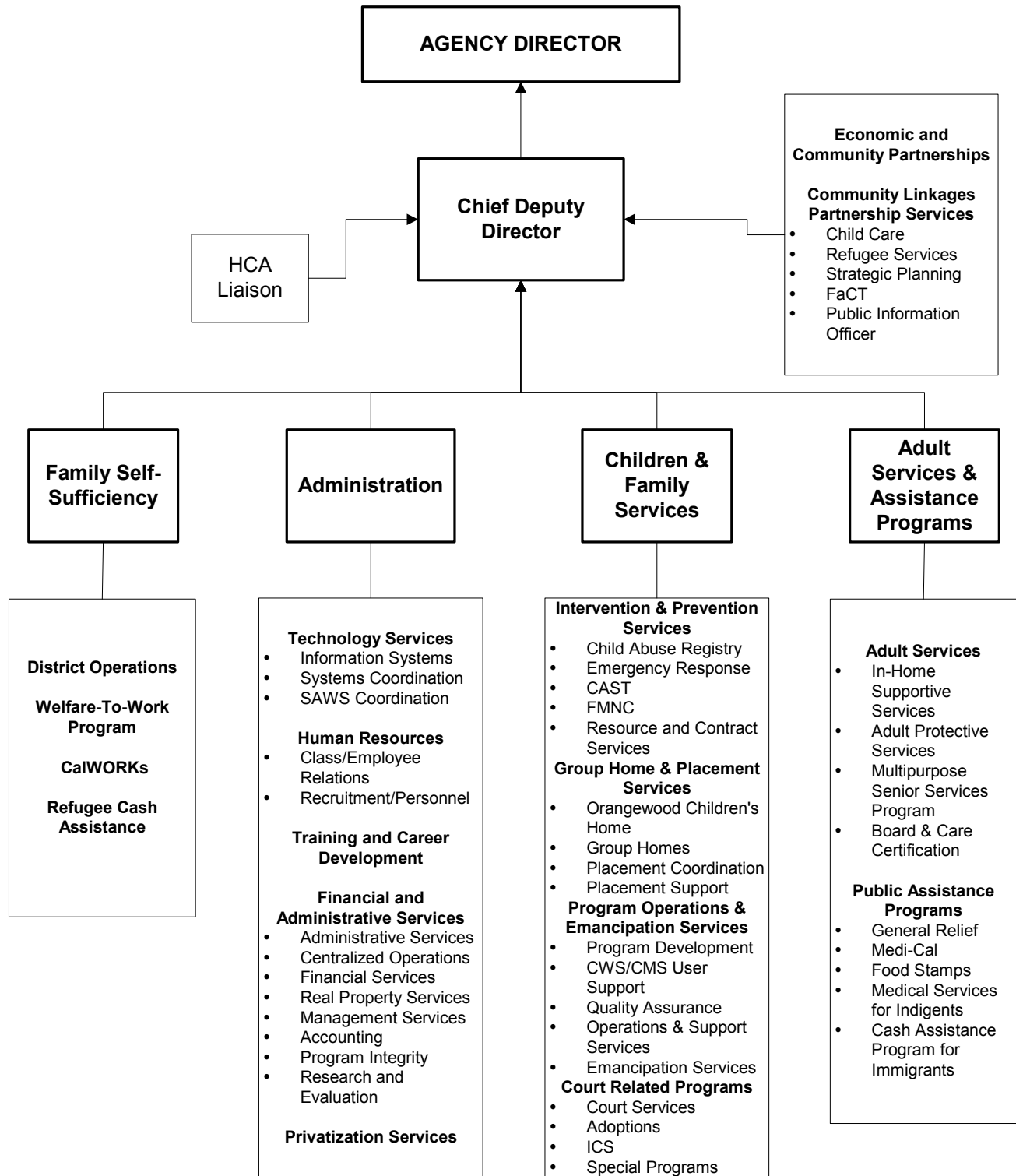
1. Implement the Community Partnership Program to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families in need. This will utilize resources and expertise within the community to provide fundamental support that is necessary for many CalWORKs recipients working towards employment and self-sufficiency.
2. Collaborate with community partners and other agencies to ensure that outstationed Medi-Cal and Food Stamp staff are effectively utilized so that services to clients are maximized.
3. Provide technical assistance to both SSA-funded and non-funded Family Resource Centers to improve their effectiveness and capacity to provide child abuse prevention and family support services. The technical assistance will focus on sustainability, strategic planning, resource development, case management and effective service delivery.

4. Continue to facilitate information-sharing forums via offerings such as the monthly Community-Based Organization presentations and the Educational Provider Steering Committee and regional work groups.
5. Continue volunteer orientation and training sessions, as needed, to promote the involvement of the community in a variety of programs that are especially vital in a period of funding reductions.
6. Engage families and community members in development of a support network for emancipated youth through the expansion of the Family Group Decision Making (FGDM) program.
7. Strengthen Orange County's child abuse prevention and identification services by partnering with the Health Care Agency and other community partners to expand the Child Abuse Services Team (CAST).
8. Provide an opportunity to bring together an amalgam of Agency and community services designed to support the needs of emancipated youth.
9. Collaborate with the Children and Families Commission of Orange County in the development and support of community child abuse prevention and family support initiatives.
10. Continue to utilize the expertise of private and public experts in the community to address abuse of elder and dependent adults through participation in multidisciplinary case conferences, including Financial Abuse Specialist Team (FAST), Multidisciplinary Team (MDT), and the Vulnerable Adults Specialist Team (VAST).
11. Continue planning the transformation of business processes to gain maximum value for the Agency and all of its collaborative partners from the implementation of CalWIN. Plans will include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief Work Program services as well as Fiscal Services. These efforts are being coordinated with the appropriate labor groups (AFSCME and OCEA).
12. Continue to work with the County Information Technology section to provide SSA access to the County's Enterprise ATM network to enhance communication between county agencies.
13. Continue data sharing efforts in support of the County's annual homeless needs assessment. When appropriate, work with County agencies to research options to link regional data systems. In all cases, ensure that data sharing efforts are in compliance with all federal, state, and local confidentiality and data sharing requirements.

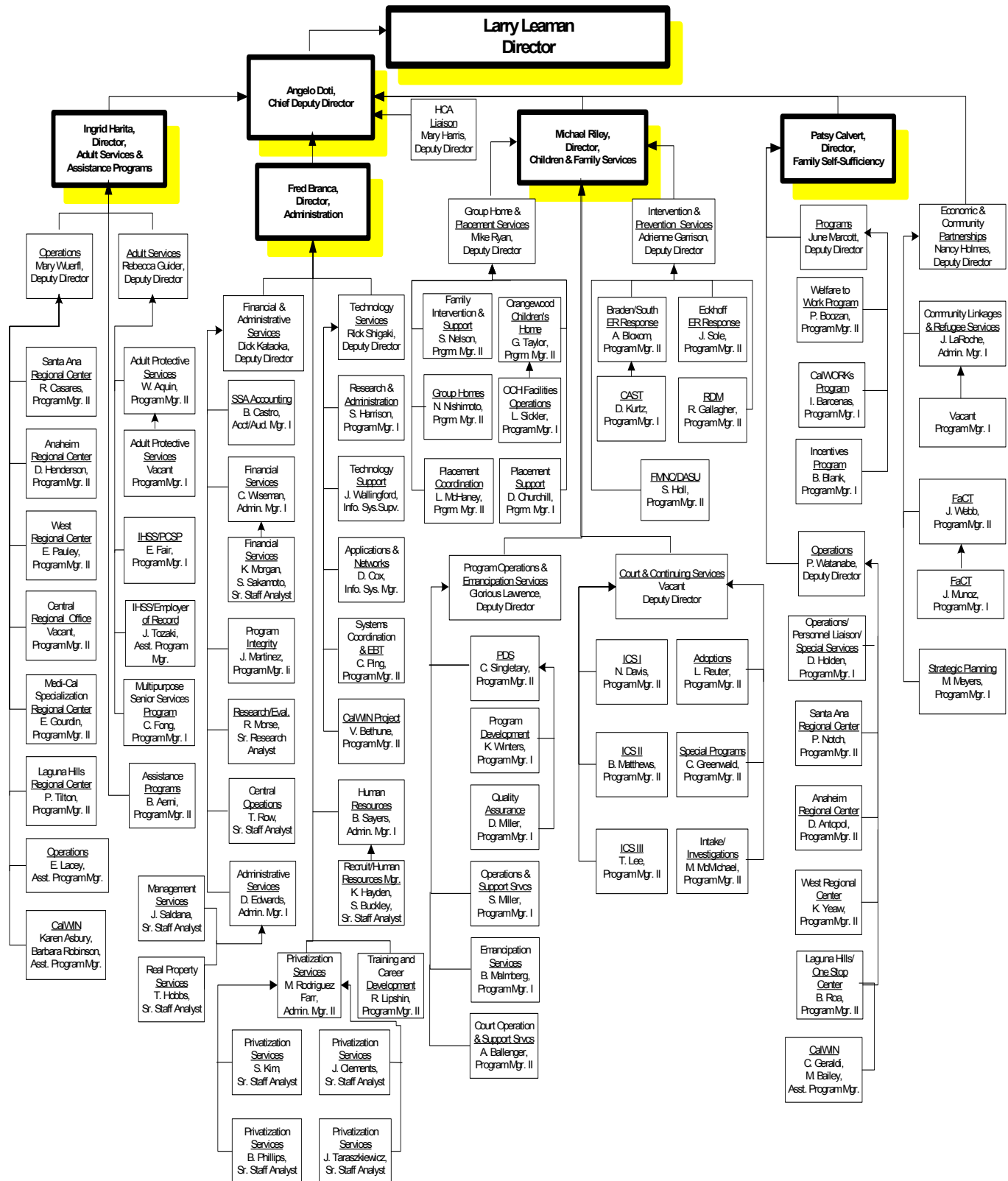
IV. APPENDICES

Appendix A	Social Services Agency Organizational Chart
Appendix B	Management Team
Appendix C	Labor Management Committees
Appendix D	Business Plan Team
Appendix E	Accomplishments 2002
Appendix F	Caseload/Client Data
Appendix G	Service Expectations
Appendix H	Legal Mandates

Appendix A - Social Services Agency Organization Chart



Appendix B - Management Team



Appendix C - Labor Management Committees

OCEA Labor Management Committee
Chairs: Arlyn Buck, Anita Walker
Sponsor: Angelo Doti, Chief Deputy Director

Committee Members	Telephone Number	Building #	Affiliation
Antopol, Dick	575-2706	2	FSS/Program Manager II
Benoun, Ailene	940-4629	140A	CFS/IPT
Buck, Arlyn	834-8903	91	ASAP/Office Supervisor C
Camino, Luisa	825-3042	48	ASAP/Social Worker II
Campbell, Mark	503-2288	191	FSS/Social Services Supervisor I
Clark, Suzann	704-6113	122	CFS/SSSS
Cockerille, Michelle	490-2295	182	FSS/Office Supervisor C
DesRoches, Vicki	667-8503	37	FSS/SSS I
Doti, Angelo	541-7700	160	SSA Management Sponsor
Forman, Rachel	(949) 206-4041	192A	FSS/SSS II
Garrett, Sherilani	835-3355	OCEA	OCEA Sponsor
Harris, Gaylan	245-6284	158A	HR Sponsor
Lee, Stacy	825-3103	48	AS/Asst. Program Manager
Martinez, Priscilla	438-8819	03	ASAP/Office Technician
McLellan, Brigette	575-2709	04	ASAP/Asst. Program Manager
Reuter, Linda	704-8900	130	CFS/Program Manager II
Rivas, Rosie	667-8533	37	FSS/Social Worker II
Salas, Lee	704-8728	128	CFS/Asst. Program Manager
Sickler, Loretta	935-7102	46	CFS/Sr. Staff Analyst
Walker, Anita	490-2211	182	FSS/Asst. Program Manager
Winslow, Marilyn	503-2226	191	FSS/Senior Office Supervisor

AFSCME Labor Management Committee
Chairs: Carol Neal, Pauline Notch
Sponsor: Patsy Calvert, Director, Family Self-Sufficiency Division

Committee Members	Telephone Number	Building #	Affiliation
Arce, Olga	490-2252	182	Employment & Eligibility Specialist
Baily, Magdalena	435-7823	32	Employment & Eligibility Specialist
Bower, Jeff	590-7298	84	Eligibility Technician
Calvert, Patsy	541-7810	160	SSA Management Sponsor
Cota, Jessie	435-5848	32	Employment & Eligibility Specialist
Embrey, Nancy	575-5843	02	Eligibility Technician
Fox, Sandra	435-7803	32	Employment & Eligibility Specialist
Hayden, Kendra	541-7754	158A	Senior Staff Analyst – HR
Hernandez, Cecilia	575-5918	188	Eligibility Technician
Macera, Carol	634-1657		AFSCME Business Representative
Maticic, Elaine	575-2794	04	Assistant District Manager
Neal, Carol	435-7830	32	Eligibility Technician
Notch, Pauline	435-7897	32	Program Manager II, FSS Operations
Samson, Cindy	435-7414	03	Assistant District Manager
Zucca, Ellie	687-6107	101	Social Services Supervisor II

In the Social Services Agency, there are two Labor Management Committees (LMCs). Both of these committees have management appointed members who are generally managers or supervisors, and committee members from the Agency employees who are represented by either the Orange County Employees' Association (OCEA) or the American Federation of State, County and Municipal Employees (AFSCME). These committees are co-chaired by a member who represents the labor group and a representative of the management team. The purposes of the LMCs are to:

- ◆ Support the Agency mission and goals
- ◆ Promote a positive working environment
- ◆ Promote positive morale in the workplace
- ◆ Establish guidelines for addressing workplace issues
- ◆ Provide a forum for identifying and addressing workplace issues
- ◆ Encourage diverse viewpoints in the decision-making process
- ◆ Develop solutions for issues raised
- ◆ Encourage effective communication and education among employees, management and the LMC
- ◆ Support the PIP process
- ◆ Apply the principles of Enlightened Leadership

Both LMCs meet on a monthly basis to discuss PIP related issues, the SSA Business Plan, LMC Team Leader meeting updates, and to review the various PIP activities taking place around the county. The SSA/OCEA LMC discusses workplace issues at their monthly meeting. Workplace issues are discussed outside the SSA/AFSCME LMC. Each LMC produces a newsletter to keep staff informed of the different aspects of PIP such as goal setting, mid-year review and progress report, conciliation process, updates on workplace issues and training.

The OCEA LMC participated with other County LMCs to assist the County CEO in identifying strategies for creating greater efficiencies and cost savings for the County. This was accomplished by soliciting input from staff in all Agency departments. The LMCs will assist with implementation of ideas submitted. The OCEA LMC is currently in the process of developing an Employee Recognition Awards Program.

The SSA/AFSCME LMC created a Performance Incentive Program binder for all AFSCME represented staff as well as their Supervisors and Managers. This binder is used for filing the SSA Business Plan, PIP training material, sample goals, the conciliation procedure and PIP newsletters. The PIP binder is distributed to all new AFSCME represented staff during their Intensive In-Service Training (IIT). The SSA/OCEA LMC created a similar binder for Supervisors and Managers of OCEA represented staff.

The Agency has been actively soliciting input from the LMCs regarding the 2003 Business Plan. Executive Management, who also serve as LMC sponsors, attended both committee meetings to discuss the current plan and solicited input for the 2003 plan. In addition, chairs of each LMC are members of the Business Plan committee, acting as liaisons and thereby facilitating further communication. The LMCs have been asked to assess Agency policies and procedures using the MAPP framework (Meeting, Approval, Policies, Procedures). This framework assisted us in reevaluating our processes to identify organizational improvements and efficiencies. Further, OCEA LMC solicited input for the Business Plan by distributing a survey with the newsletter distributed in September 2002.

Appendix D - Business Plan Team

The Social Services Agency has a Business Plan Committee that serves as Steering Committee for the development of the Business Plan and as a forum for discussion and consensus building to address other agencywide policy issues at senior staff level. The members of this committee include:

- ◆ Angelo Doti, Chief Deputy Director of the Agency
- ◆ Nancy Holmes, Deputy Director of Economic and Community Partnerships section (Chair)
- ◆ Mary Harris, Deputy Director and Health Care Agency Liaison
- ◆ Deputy Directors of the Agency's four divisions including:
 - Administration: Dick Kataoka, Rick Shigaki
 - Adult Services and Assistance Programs: Rebecca Guider, Mary Wuerfl
 - Children and Family Services: Adrienne Garrison, Glorious Lawrence, Mike Ryan (Susan Taylor, who passed away during the 2002 Business Plan year, also participated on the committee. SSA mourns her loss.)
 - Family Self-Sufficiency: June Marcott, Phyllis Watanabe
- ◆ Anita Walker, Chair of the OCEA LMC (representing management)
- ◆ Pauline Notch, Chair of the AFSCME LMC (representing management)
- ◆ Roni Morse, Senior Research Analyst and supervisor of the SSA Research Team
- ◆ Deborah Kroner, Agency Public Information Officer
- ◆ Robert Sayers, Administrative Manager of SSA Human Resources

The members of this committee contribute to the annual Agency Business Plan and the process to develop and monitor the Plan throughout the year. On a quarterly basis, Deputy Directors are asked to provide updates and/or status for plans and projects. The Deputy Directors continually review the service plans/strategies for consistency with Agency goals. These strategies are then refined as needed. The Deputy Directors discuss performance trends at the monthly Business Plan Committee meetings and are expected to understand underlying causes so they may work with staff and partners to adjust strategies to improve overall outcomes. The status of the Key Outcome Indicators are tracked by the Agency Research Unit. On an as needed basis, Deputy Directors are asked to provide input regarding the indicators based on the status provided by the Research Unit. Deputy Directors continually review the indicators for consistency with Agency goals and strategies.

Additionally, the Agency has actively solicited input from employees regarding the Business Plan. An article was printed in the monthly SSA newsletter in which a request was made for input. Also, to provide more opportunity for input, a feedback link was placed on the SSA Intranet where the Business Plan is posted.

The Strategic Planning Unit is responsible for drafting the Business Plan document based on input provided, editing proposed corrections, and distributing the final document to the CEO's office, Board of Supervisors, outside agencies and organizations, and Agency staff. Team members of the Strategic Planning Unit who are directly responsible for the Business Plan include:

- ◆ Michael Meyers, Manager
- ◆ Elena Camaras, Staff Analyst
- ◆ Debbie Curnutt, Staff Analyst
- ◆ Janis Forster, Staff Analyst

Appendix E - Accomplishments 2002

The Agency provides quality social services to the Orange County community through its responsiveness to community needs and its commitment to collaboration, continued technological enhancements, a strengthened workforce, fiscal responsibility, and innovation. The leadership and dedication of staff to these principles ensure success in maintaining complex programs, accomplishing special projects, and ultimately achieving Agency goals. This section of the Business Plan 2003 reports on SSA's progress in meeting the Business Plan 2002 goals. Listed below are the goals for 2002 and some of the major activities for 2002.

Goal # 1: Provide services to help needy or vulnerable adults and children to receive health care, food, shelter, clothing, and protection from abuse and neglect.

1. The Interagency Network for Kids (INK) linking Children and Family Services dependents to Health Care Agency (HCA) services in the community was developed. Seven staff positions were filled, and 94 children were served. A satisfaction survey was developed and is currently being used. There was also an increase from 251 to 337 dependent children who received HCA contract services, and 613 dependent youth received Continuing Care Placement Unit (CCPU) services.
2. One hundred youth are currently participating in Wraparound Services. The State has approved increasing the number of eligible youth in Orange County to 200, and contracts are being adjusted to serve the larger number. Wraparound Services for youth in the Adoption Assistance Program were not developed due to the State's decision that this population is not eligible.
3. The Emergency Response On Call program implemented Structured Decision Making (SDM) in September 2002. Group Homes continues with its itemized full integration plan, and several trainings have been conducted. SDM has been implemented in Family Maintenance Non-Court (FMNC), and social workers are completing SDM risk reassessments on all cases at six months and when the case is closed. Training and Career Development provided ongoing training to support the philosophy of SDM as well as to integrate this structured decision making process into child welfare business practice.
4. Due to budget constraints in Children and Family Services, planned strength based practice training has been deferred. Safety Assessment training will be developed and is targeted for implementation in 2003. Family Group Decision Making was implemented in January 2002, and approximately 40 family meetings were conducted. Family Maintenance Non-Court (FMNC) and Domestic Abuse Services Unit (DASU) started collaborating on monthly reviews of high risk cases to identify and utilize Strength Based Practice concepts.
5. SSA is providing intensive support services to victims of domestic abuse, community service participants, and families with extensive barriers to employment. In 2002, domestic abuse referrals from CalWORKs averaged 80 per month. Domestic Abuse Services Unit (DASU) staff are co-located in CalWORKs offices, and SSA contracts with two community-based organizations to provide in-home parental aide services to DASU clients.

6. The Board of Supervisors adopted the Public Authority Ordinance 02-001 in February 2002 and adopted the interagency agreement between the County of Orange and the In-Home Supportive Services (IHSS) Public Authority in April. The Executive Director for the Public Authority was to be hired by the end of 2002 and staff recruited during the current year (2003).
7. The learning disability screening tool was successfully implemented for all new and existing CalWORKs Welfare-To-Work participants. Orange County was acknowledged with a merit award from the California State Association of Counties (CSAC). Training and Career Development developed and presented a six-hour training module on the learning disability screening tool to over 450 SSA employees.
8. Plans for implementation of Electronic Benefit Transfer (EBT) for CalWORKs, Refugee Cash Assistance, General Relief and Food Stamps have been developed and implementation is scheduled for February 2003. Training and Career Development, in collaboration with other SSA divisions, developed and presented Electronic Benefit Transfer (EBT) related training to over 1,750 SSA employees.
9. SSA maximized Medi-Cal and Food Stamp awareness by partnering with the Community Development Council to facilitate Food Stamp application processing. SSA also created informational flyers about Medi-Cal and Food Stamps that were distributed at community events and in application packets. In addition, SSA staff participated in a variety of community speaking engagements with the goal of promoting program awareness.
10. SSA facilitated enhanced application access to Healthy Families and Medi-Cal by implementing a centralized call center (800 number) for Medi-Cal information and applications. This number, available to the public and various community groups, averages approximately 400 calls per month. In addition, the Health e-app (electronic application) became operational in November 2002.
11. The development of a Five Year Plan for the Families and Communities Together (FaCT) program was postponed. Rather, as required by the Promoting Safe and Stable Families funding, a three year plan was completed. The plan addresses the long-term sustainability of the Family Resource Center system, which is especially critical in light of a significant reduction in CalWORKs incentive funding. Marketing and a child abuse prevention campaign were accomplished in 2002, as well as the development of a new community advisory structure.
12. A second unit of concurrent planning social workers was added to the Adoptions Program.
13. The mutual client project was implemented Agency-wide, with coordinated case planning, shared resources, and the capability to identify these clients within our diverse automated systems.
14. Utilization reports were developed to monitor Adoption and Foster Care Analysis and Reporting System (AFCARS), Health and Education Passport (HEP) and Contacts data entry. Distribution of these and other reports to all programs on a monthly basis has been implemented. HEP data collection and entry in all Children and Family Services programs continues. Seventy-eight percent have the required educational data entered, and 91% have some Health data entered into CWS/CMS.

15. SSA has partnered with the Kinship Center to provide Adoption Clinical Training to key Children and Family Services staff, supervisors and stakeholders. Eight sessions were completed by November 2002, with 70 staff participating.
16. The Orangewood Active Therapeutic Teaching Approach (OATTA) has been developed to implement a comprehensive behavior management program at Orangewood Children's Home. All staff were trained by December 2002. Training and Career Development implemented a comprehensive behavior management program and training series at Orangewood Children's Home which required four hours of specific training to all Orangewood Children's Home staff who work with children 0-6 years of age.
17. SSA has fully implemented a direct deposit system for SSA assistance programs, including CalWORKs, Refugee Cash Assistance and Foster Care.
18. SSA has been selected by the Public Health Institute (PIH)/California Center for Research on Women and Families (CCRWF) to participate in the CalWORKs/Child Welfare Partnership Project. The partnership will be providing both financial and technical assistance including a first year grant in the amount of \$30,000.
19. The management and monitoring of referrals for Children and Family Services contract services has been streamlined through programmatic restructuring and implementation of the first phase of a newly developed Contract Services database.
20. A "Child Abuse Reporting" video was written, developed and produced by SSA. The video will be utilized during training of SSA employees as well as other County of Orange agencies, educational partners, community-based organizations and the private sector toward the goal of educating and providing vital information on the dynamics and reporting responsibilities of child abuse.

<p>Goal #2: Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.</p>
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1. SSA implemented procedures to inform clients about CalWORKs time limits. Approximately 2000 adults reached their 60-month time limits on December 31, 2002. The process being utilized is recognized as a Best Practice throughout the state in an All County Information Notice.
2. SSA continued to develop innovations to assist CalWORKs participants with transportation and accessible child care (including taxi cab emergency services and transportation to and from school for children) through refinement and enhancement of the Employment Support and Job Retention contract. Implementation of the car loan program was not accomplished due to budget constraints.
3. Budget augmentation to expand contracted emancipation services has been eliminated due to budgetary constraints. The Independent Living Plan database is being used to track youth participation in alternate emancipated youth housing programs, and marketing activities have been implemented to increase the use of transitional housing (THPP) resources for appropriate foster care youth aged 16-19.
4. There were several accomplishments related to new employment services for emancipating youth, as follows:

- a) In conjunction with the local Workforce Investment Boards, SSA has continued development of voluntary employment programs for CalWORKs noncustodial parents (NCP) and emancipated foster youth. The NCP program accomplished the following:
 - ◆ Approximately 625 CalWORKs-eligible NCP referrals were made, 120 were enrolled and 95 were placed in full time employment.
 - ◆ Forty-three incarcerated NCPs were enrolled, and 30 were placed in full time employment.
 - b) Numerous youth in the community, including foster youth, participated in Pre-Employment (Work Maturity) Workshops, Labor Market Workshops, and Work Experience Workshops.
 - c) Foster care youth continue to receive referrals for comprehensive vocational assessments to the TANF Youth Program, Workforce Investment Act youth programs for academic support, vocational training and job placements.
 - d) The School Counselors contract with Orange County Department of Education was reduced by 50% due to budgetary constraints, but a procedure has been developed to refer all foster care youth aged 14-16 who have not received OCDE C.O.R.E. services, so that they may obtain recommendations for services to assist them in high school graduation. Resource Mapping results of services available for emancipating youth have been distributed to participating community organizations.
5. SSA has developed a Case Data System (CDS), GAIN Information System (GIS), and Time on Aid (TOA) database that produces reports to track and monitor client information and to efficiently measure performance.
 6. Non-Assistance Food Stamp and Medi-Cal eligibility staff attended training designed to enhance awareness and skills in working with clients, especially those transitioning from CalWORKs. A CalWORKs overview class was added to Intensive In-Service Training for new hires and Understanding Poverty and Effective Communications classes were presented to all staff.
 7. Vocational assessments are being offered to all eligible youth in the Independent Living Program. The Transitional Independent Living Plan is being phased in, and as required by AB 686 passed in 2000, Children and Family Services has completed an "exit package" to provide information on Medi-Cal benefits to emancipating youth.
 8. To ensure the self-sufficiency of CalWORKs families who discontinue cash assistance, staff evaluates ongoing Food Stamp eligibility, and Medi-Cal is automatically continued.

Goal #3: Increase the capacity of community and public agencies to provide services to the residents of Orange County through collaborative planning, partnerships and technical assistance.

1. SSA continues to facilitate information sharing forums. These include monthly Community-Based Organization (CBO) presentations, the Educational Providers Steering Committee and Regional Educational Provider Work Groups. SSA staff participates in numerous CBO meetings and forums to provide information and program updates. In addition, SSA provides informational materials and presentations to the community upon request. Further, SSA

convened a county Agency workgroup and solicited input from domestic violence service providers to develop a countywide strategic plan to address domestic violence.

2. SSA collaborated with community partners and other agencies to expand opportunities for outstationing Medi-Cal and Food Stamp staff at locations throughout the county. Staff expansion included outstationing at Probation/Juvenile Hall; In-Home Supportive Services; and at the Brea, Corbin, Mission Viejo and Manzanita Family Resource Centers.
3. In coordination with other county and community organizations, such as the Children and Families Commission of Orange County, expanded services are available at the Family Resource Centers (FRCs). These services, such as domestic violence and health access services, increase child abuse prevention and promote family strengthening.
4. The completion of a SSA media plan and guidelines provide a resource to staff in working with the media as well as strategies to promote effective media relations.
5. SSA staff provides asylees service, resource and benefit information in response to referrals from agencies such as the Office of Refugee Resettlement and Immigration and Naturalization Service. Staff informs asylees about cash assistance programs, employment and support services, English As A Second Language (ESL) and free health screenings provided by Health Care Agency. Further, staff has worked closely with other agencies to promote the provision of technical assistance to asylee and refugee organizations.
6. SSA participates in the Financial Abuse Specialist Team (FAST), a partnership of public and private multidisciplinary professionals who coordinate intervention plans for complex financial abuse cases for elderly or dependent adults. Staff attends monthly meetings to present cases for consideration. As of October 1, 2002, Adult Protective Services Senior Social Workers prepared and presented 152 case summaries at multidisciplinary case conferences, receiving input from various professionals on complex abuse cases, including FAST, Vulnerable Adults Specialist Team (VAST) and APS Multidisciplinary Team (MDT).
7. The coordination between CalOPTIMA and SSA's Multipurpose Senior Services Program (MSSP) has been very successful. Both sites have reached their targeted caseload counts, coordinated waiting lists for new clients, and conducted monthly case reviews.
8. To strengthen Orange County's child abuse prevention and identification services, Health Care Agency (HCA), SSA and UCI have begun negotiating the terms of an agreement to fill the CAST Medical Director position. Efforts to secure funding outside of HCA and SSA continue, and partial funding has been committed by the Children and Families Commission of Orange County.
9. A total of 17 SSA facilities needing ADA II deficiency corrections were identified. Work continues with landlords and County contractors on repair, construction and required modifications, and a number of locations have been completed.
10. In August 2002 a review of SSA's space planning process was completed, including revision of applicable policies and procedures. The process included meeting with SSA and other County stakeholders to ensure that any changes were consistent with County policies and procedures. The changes clarify, simplify, and improve the processes used to support SSA program operations.

11. SSA participated in the Children and Families Commission of Orange County Fiscal Leveraging Workgroup, which developed a Leveraging Operations Manual to address revenue sources such as Medi-Cal, Title IV-E, Title IV-B and CalWORKs. Medi-Cal Administrative Activities (MAA) claiming has been implemented.
12. Collaboration with Orange County school districts and others to implement the requirements of AB 59, which was passed in 2001 in order to increase health care access for uninsured children participating in the school lunch program, has been placed on hold at the direction of the State.
13. SSA collaborated with the Health Care Agency and others in disseminating educational materials and developing plans that achieved increased enrollment in Healthy Families, Medi-Cal and Food Stamps. Staff participated in speaking engagements, job, health and community fairs, and participated in outreach efforts in the community. Medi-Cal and Food Stamp staff partnered with the Office on Aging in use of a mobile van which touched the lives of approximately 465 residents each month at various community sites.
14. Plans have been developed for the transformation of business processes to gain maximum value from implementation of CalWIN for the Agency and all of its collaborative partners. These plans include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief Work Program services, as well as Fiscal Services. A redesigned organizational structure has been formed to begin the complex process of refining and implementing the plans. These efforts are being coordinated with the appropriate labor groups (AFSCME and OCEA).
15. Implementation of the Service Management Access Resource Tracking (SMART) application within SSA has been completed. SMART manages and tracks the outcome of services provided to Family Self-Sufficiency families by SSA staff and associated partners by automating communication between the users of the system.
16. SSA has completed the preparation needed to allow SSA access to the County's Enterprise ATM network to enhance communication between County agencies.
17. Participation in the Children's Services Coordination Committee has resulted in development of two six-bed residential programs for developmentally delayed or emotionally disturbed youth operated by South Coast Children's Center, fiscal and programmatic support of Wraparound Services, and fiscal support for development of a therapeutic preschool program to serve 40 foster youth and their families.
18. An increased number of county residents have attended our monthly volunteer orientations. SSA enlisted a record number of staff volunteers for the Operation Santa Claus/Senior Santas and Friends programs, as well as the SSA booth at the Orange County Fair, which garnered a first prize.
19. The Social Services Agency continues to encourage and provide all agency employees with numerous educational opportunities through the collaboration and partnership with California State University, Fullerton and Cypress College. During the 2002 calendar year, the Social Services Agency held 22 different college courses at our on-site Training and Career Development facility for SSA employees, with an additional 10 scheduled for Spring 2003. In calendar year 2002, approximately 200,000 hours of staff training were provided.
20. The Retiree Response Technical Team (R2T2) project has been created in Orange County to assist law enforcement, Adult Protective Services, Ombudsman, Public Guardian and

prosecutors with elder financial abuse cases. Retired financial experts (CPAs, bankers, IRS agents and others) will be recruited to assist with the investigation of financial abuse cases and to act as expert witnesses. The program is modeled after the successful Oregon program, and funding for the first year was granted by the Archtone Foundation.

21. SSA is proud to be part of the Countywide Elder Abuse Coalition and collaborating on the development of an Elder Abuse Forensic Center. This is an innovative project involving the Board of Supervisors, the Geriatrics Program of UCI College of Medicine's Vulnerable Adults Specialist Team (VAST), and representatives from a broad base of organizations (law enforcement, city, state, and federal government). The mission of the coalition is to reduce and prevent future cases of emotional, physical, and financial elder abuse, and to coordinate resources within local, county, state and federal agencies.
22. In an effort to increase reporting of adult abuse, Adult Protective Services participated in 19 presentations on abuse of elderly and dependent adults to a total of 549 medical professionals, and 17 medical students accompanied staff on home visits to frail seniors. Senior Social Workers referred 140 cases to the UCI Vulnerable Adults Specialist Team (VAST).
23. Management and Labor worked collaboratively on a workgroup and completed development of workload equalization policies and procedures.
24. Managers and staff continue to participate in the Management Performance Plan (MPP) and Performance Incentive Plan (PIP), which help them to identify how their performance contributes to the Agency and increases productivity.

Appendix F - Caseload/Client Data

Orange County has a population of 2.88 million. The population grew by 8% from FY 1996/97 to FY 2001/02, and continued growth is projected for FY 2002/03. SSA provides one or more types of services and assistance to an average of 299,195 persons and their families each month. At any given time, approximately 1 in 10 residents of the county has contact with our Agency.

PROGRAM	CLIENT CHARACTERISTICS	MONTHLY AVERAGE	% OF COUNTY POPULATION
1. Adoptions	Children placed with adoptive parents.	40	.005%
2. Child Abuse Registry	24-hour hotline for reports of suspected child abuse.	2,134	.26%
3. Children in Foster Care/Relative Care	Children receiving services to reunite families and children who cannot safely return home.	3,432	.41%
4. Children in Their Own Home	Children receiving child welfare services while in the home.	2,082	.25%
5. Orangewood Children's Home	Average daily population of children in protective custody.	130	.02%
6. CalWORKs	Adults and children who meet eligibility criteria, including legal residency, income and property limits, and employment requirements.	51,918	1.80%
7. Food Stamps	Low income individuals who meet legal residency, income and property limits, including CalWORKs recipients.	68,827	2.39%
8. General Relief	Indigent adults who meet legal residency, income and property limits.	429	.01%
9. Refugee Cash Assistance	Clients with an INS classification of Refugee and who meet eligibility criteria.	123	.00%
10. Medi-Cal	Adults and children who meet eligibility criteria for medical services, including those receiving other public assistance services.	251,707	8.74%
11. In-Home Supportive Services	Low income frail elderly, disabled and blind individuals who require assistance with activities of daily living.	7,257	.25%
12. Adult Protective Services	Number of reports of suspected abuse received for elders and physically or mentally disabled individuals.	436	.02%
13. Multipurpose Senior Services Program	Active cases of elderly Medi-Cal clients who require case management to avoid or delay placement in a nursing facility.	362	.01%
14. Cash Assistance Program for Immigrants	Aged, blind and disabled aliens who are not eligible to federal SSI due solely to their immigrant status.	66	.002%

Programs numbered 1-5: The program counts are compared to the county population of 18 years and younger based on estimates by the State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 1970-2040. The estimated number of persons 18 years or younger living in Orange County is 827,423. Programs numbered 6-14: The program counts may be duplicative; i.e., recipients may receive CalWORKs, Medi-Cal and Food Stamps.

Appendix G - Service Expectations

SSA is currently engaged in planning and implementing changes that have become necessary as part of the current budget reductions. At the same time, however, the Agency is also continuing to look at partnerships and collaboratives as a means to enhance service provision while funding is reduced. Some of the changes that will have a significant impact on policy and the service environment include:

Program Changes

- ◆ Welfare Reform Reauthorization — SSA is planning for program changes in CalWORKs and Food Stamps as a result of federal reauthorization of welfare reform legislation. The Agency will monitor activities and provide input in preparing for potential changes in program objectives, eligibility rules, and funding levels.
- ◆ CalWORKs Time Limits — CalWORKs recipients began reaching their 60-month time limit for cash assistance effective January 2003. SSA has implemented processes relating to discontinuing cash assistance for affected adults and establishing a child-only Safety Net program. SSA will also continue to evaluate ongoing self-sufficiency strategies.
- ◆ Mutual Client Cases — Family Self-Sufficiency and Children and Family Services will concentrate on enhancing the current mutual client project through participation with the CalWORKs/Child Welfare Partnership Project, with a focus on improved communication, coordinated case planning and development of child abuse prevention strategies. The CalWORKs reunification regulations will be fully implemented, providing CalWORKs services to parents during Family Reunification.
- ◆ Medi-Cal Only Cases — Discontinuance of an SSI/SSP cash payment will require a Medi-Cal-only eligibility determination (ex-parte review). Since Social Security Administration case information will not be available to county staff, a process for getting needed information from impacted recipients must be implemented. In addition to the backlog currently being created due to a delay in implementation of state regulations, there will be an ongoing workload associated with this change.
- ◆ Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs — This regulation change, due to be implemented in July 2003, requires recipients to report changes quarterly instead of on a monthly basis. This effort will require a major operational change, significant changes in budgeting and benefit processes, and a considerable educational effort for both staff and recipients. There is potential impact on the Welfare-To-Work participation rate.
- ◆ Supportive Transitional Emancipation Program (STEP) — AB 427, state legislation passed effective July 30, 2001, allows counties to submit a letter of intent to participate in a program that will provide assistance to foster youth while they are engaged in education and training programs to the age of 21. The STEP Program will not be implemented due to the budget shortfall. However, Children and Family Services management will seek funding and other resources to meet the housing needs of emancipated youth.

- ◆ Foster Home Licensing and Relative Home Approvals — Federal guidelines have clarified that the Adoption and Safe Families Act of 1997 requires that the same safety standards used for licensing foster homes shall be used in relative and non-related extended family member homes. Orange County is continuing efforts to ensure that the same standard is applied and documented and will develop mechanisms to ensure annual safety reviews are implemented for relative homes per the requirements of AB 1695 and State directives.

Changes in Operations

- ◆ Family Self-Sufficiency (FSS) — SSA has implemented SMART, a case management tracking system, and a direct deposit banking system for cash assistance payments.
- ◆ Adult Services and Assistance Programs (ASAP) and Family Self-Sufficiency (FSS) — Effective February 1, 2003, SSA will transition from paper checks and Food Stamp Coupons to Electronic Benefit Transfer (EBT) for CalWORKs, Refugee Cash Assistance, General Relief and Food Stamps.
- ◆ Collocation of Staff — Collaborative case planning between Family Self-Sufficiency and Children and Family Services includes the potential for collocation of staff serving the same client population, as well as consideration of integrated service delivery.
- ◆ Space Planning — One additional location for Children and Family Services staff was developed in 2002. Efforts to appropriately relocate staff in remaining space will be ongoing in 2003.
- ◆ Job Placement — The fluctuating labor market in Orange County has impacted the availability of entry-level positions for Welfare-To-Work participants. Refocused job development and job preparation classes will be needed.
- ◆ In-Home Supportive Services (IHSS) — By January 1, 2003, each county is required to act as or establish an employer for IHSS providers for the purpose of collective bargaining. The Orange County Board of Supervisors has established a Public Authority to be the employer of record for the more than 7,000 individual care providers in this county.
- ◆ Child Welfare Services Compliance Reviews — This process will change as a result of legislation to include federal outcome measures. The Children and Family Services division will participate in a state workgroup to study and develop a state methodology to be consistent with federal review requirements per AB 636. Children and Family Services staff participated in the Federal Child Review in September 2002 and will develop internal methodologies consistent with federal review requirements.
- ◆ Updating Agency Technology — SSA continues to upgrade standards for personal computers and network equipment to minimize response times and to provide a reliable, high level of service. By maintaining a sharp focus on strategic plans combined with a careful analysis of fiscal constraints, SSA is building a computing and network infrastructure that will continue to meet the business needs for current applications, such as CWS/CMS, and prepare us to meet the increased demands of new mandated application systems, such as Electronic Benefits Transfer and CalWIN.
- ◆ Divisional Intranet Development — All SSA divisions have implemented their Web pages on the Agency's Intranet. The Intranet Development Collaborative project will continually be a

“work in progress” as more functional and operational uses for the Intranet are discovered, created, and implemented.

- ◆ Teleconferencing and video conferencing — Capabilities in selected SSA locations will be studied, and implemented if found to be feasible and cost effective.

Workforce Changes

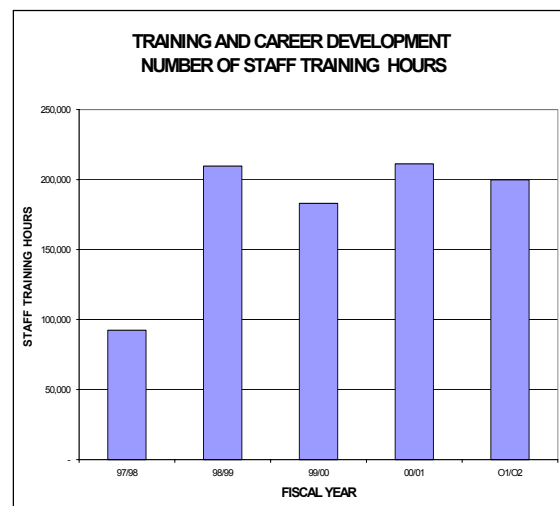
- ◆ Retention of staff — SSA will continue to enhance retention of social work staff where possible by providing minimal mentoring and supervision for clinical licensure, along with a limited number of interns due to the budget crisis.
- ◆ Caseload reduction — SSA will continue to follow AB 364, the bill that establishes the Human Resources subcommittee of the stakeholders, to develop a plan to reduce caseloads over the next five years.
- ◆ Child Welfare Reform — SSA will continue to follow California Department of Social Services Stakeholders progress regarding Child Welfare Reform, and with limited resources assess impact of recommendations for implementation on Children and Family Services as they evolve.
- ◆ Education and Staff Development—
 - SSA continues to partner with Cal State University, Fullerton, University of California, Davis and Cypress Community College to bring human services-related college credit courses to SSA staff at the SSA on-site facility. Completion of these educational programs will lead to certificates in human services and college degrees in human services/social work-related fields.
 - SSA continues to encourage and support staff personal and professional goals to attend and participate in many job-related educational opportunities.
 - In calendar year 2001 SSA employees attended more than 28 different colleges or universities and completed approximately 900 college courses in the field of human services/social services. This was accomplished through SSA support of the Educational and Professional Reimbursement Program (EPRP). In fiscal year 2001/02, 665 employees submitted requests for tuition reimbursement.
 - SSA's training needs are being met through strategies which include modified work expectations for eligibility and social work staff, educational opportunities for advancement and retention of staff, development of supervisors for future management positions and training to prepare managers for executive level positions. SSA staff also participated in LEAD Training, Enlightened Leadership and mediation training during 2002.
 - Training opportunities will be offered to Human Resources recruiters to enhance methods and principles of recruitment such as job analysis, understanding job duties of various positions, and e-recruiting.

- Development of computer and online web-based training will enable the Agency to meet increased training needs. Planning is underway to facilitate, develop and modify these training methods.
- Staff will be offered opportunities to participate in activities that will enhance their knowledge and use of the CalWIN system.

Since FY 1997/98, the number of staff training hours varied from year to year, with an overall increase of 116% over the last five years. Increases are expected in educational partnerships between SSA, Cypress College and California State University, Fullerton. Increases are also anticipated in the use of the Educational and Professional Reimbursement Program to meet the growing demand for career and academic enrichment. Training provided by SSA and contracted training will decrease next fiscal year due to current budget constraints.

This chart reflects the total number of SSA staff training hours over the past five years.

The totals for last fiscal year (FY 2001/02) include orientation and Intensive In-service Training for new employees, training in new procedures and safety requirements, a variety of skill building trainings including computer skills, leadership, strength based philosophy and client services. Also included is training related to PIP, Orangewood Children's Home mandated AB 1197 training, cultural diversity and civil rights.



Community Linkages/Capacity Building

- ◆ Expanding Partnerships with Community-Based Organizations (CBO) — SSA continues to build linkages and participate in collaborative efforts with churches, educational entities, community-based organizations, contract providers and other agencies to enhance service delivery, provide information about resources, programs and services, and expand community capacity.
- ◆ Community-Based Family Resource Centers — Eighteen Family Resource Centers are located in Orange County cities and County Islands, offering neighborhood-based family strengthening services, such as prevention services, increased access to health and mental health care and assistance in accessing other community resources. SSA's groundbreaking work to establish such centers began in the early 1990s and has provided the platform for both the Agency and the Orange County Children and Families Commission of Orange County (Proposition 10) to build a system of community-based preventative/family support/child development services. In light of funding reductions, expanded opportunities

for fiscal and resource leveraging will be sought to ensure continued service delivery in high need areas of the county.

- ◆ CalWORKs Incentive Funds — Allocation of funds and program implementation processes continue to focus on community input and unmet local needs. SSA and its partners in government and the community are successfully utilizing these funds in establishing or enhancing numerous service programs throughout the County, specifically targeting low-income and at-risk families. During 2002, this funding stream was significantly reduced, and in 2003 the availability of incentive funds to expand programs are unlikely and if available may need to be used to fund core CalWORKs services.

Appendix H - Legal Mandates

A listing of programs and functions by Agency Division is provided below along with the respective legal authorities.

PROGRAM	PROGRAM COMPONENTS	LEGAL AUTHORITY
Children and Family Services: Provides services to families and children for the protection of children endangered by abuse, neglect or exploitation.	Emergency Response Child Abuse Registry Family Maintenance Orangewood Children's Home Family Reunification Placement Services Adoptions Foster Care	State of CA Welfare and Institutions Code State of CA Manual of Policies and Procedures State of CA Health and Safety Code State of California Penal Code State of California Probate Code Immigration Act of 1990 United States Code, Title 25 and 42 Adoption and Safe Families Act of 1997
Adult Services: Provides resources and services which protect the aged, blind and disabled from abuse and exploitation and allows them to live in a safe environment.	In-Home Supportive Services Multipurpose Senior Services Program Adult Protective Services IHSS Provider Registry Information and Referral Services Board & Care Certification for SSI	State of CA Welfare and Institutions Code State of California Regulations State of California Penal Code OC Board of Supervisors' Resolutions State Executive Orders 42 Code of Federal Regulations State Manual Policies and Procedures
Assistance Programs: Administers federal, state and county public assistance programs, determining eligibility in a manner which promotes program integrity.	Medi-Cal Food Stamps General Relief Medical Services for Indigents Cash Assistance Program for Immigrants	State of CA Welfare and Institutions Code 7 Code of Federal Regulations 45 Code of Federal Regulations State of California Penal Code United States Code, Title 42 Social Security Act California Administrative Code Food Stamp Act of 1977 State of CA Manual Policies and Procedures
Family Self-Sufficiency: Provides services and temporary cash assistance to enable low-income individuals and families to become self-sufficient through employment.	CalWORKs & Welfare-To-Work Services Temporary Assistance to Needy Families Diversion Supportive Services CalLEARN Child Care Programs Homeless Assistance Refugee Cash Assistance	Personal Responsibility and Work Opportunity Reconciliation Act of 1996 Code of Federal Regulations California AB 1542 (1997) State of CA Welfare and Institutions Code State of CA Manual of Policies and Procedures OC Board of Supervisors' Resolutions
Economic and Community Partnerships: Primary function is to support the Agency through strategic planning, legislation, volunteer services, media relations, web page, community partnerships and linkages, capacity building and child care.	FaCT (Families and Communities Together) Community Linkages Strategic Planning Refugee Services Child Care Capacity Building Legislation Media Coordination Web Site Coordination	Personal Responsibility and Work Opportunity Reconciliation Act of 1996 Code of Federal Regulations California AB 1542 (1997) State of CA Welfare and Institutions Code State of CA Manual of Policies and Procedures State of California Government Code OC Board of Supervisors' Resolutions CDSS Manual-CFC Child Abuse Treatment (CHAT) Promoting Safe and Stable Families Program United States Code, Title 42
Administration: Supports the Agency with a variety of services that include accounting, fiscal/planning and management services, human resources, contracts, information systems, program integrity and staff development.	Program Integrity Information Systems/ Technology Services Fiscal Services Training and Career Development Human Resources Administrative Services Disaster Services Privatization Services	State Welfare and Institutions Code State of California Penal Code State of CA Manual Policies and Procedures CDSS Manual-CFC Civil Rights Act 1964 Social Security Act OC Board of Supervisors' Resolution 72-1116 45 Code of Federal Regulations State of CA Government Code